Brandon Hall
GROUP

eightfold.ai

Realizing the Power of
Diversity, Equity, and Inclusion
for Your Business

2020

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Overview

The importance of diversity, equity, and inclusion (DEI) has been growing for several years. But in 2020, with the coronavirus pandemic and the movement for racial justice, it became a business imperative for every organization that wants to engage employees, relate to customers, and serve their communities.

89%

of organizations rank DEI as a moderately or critically important driver of business results

83%

of organizations say they are diverse and inclusive

2020 Brandon Hall Group Diversity and Inclusion Benchmarking Study

DIVERSITY

Refers to any dimension which can be used to differentiate groups from one another. The diversity dimensions include but are not restricted to gender, religion, sexual orientation, race, ethnicity, class, education, age and disability.

EQUITY

Promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.
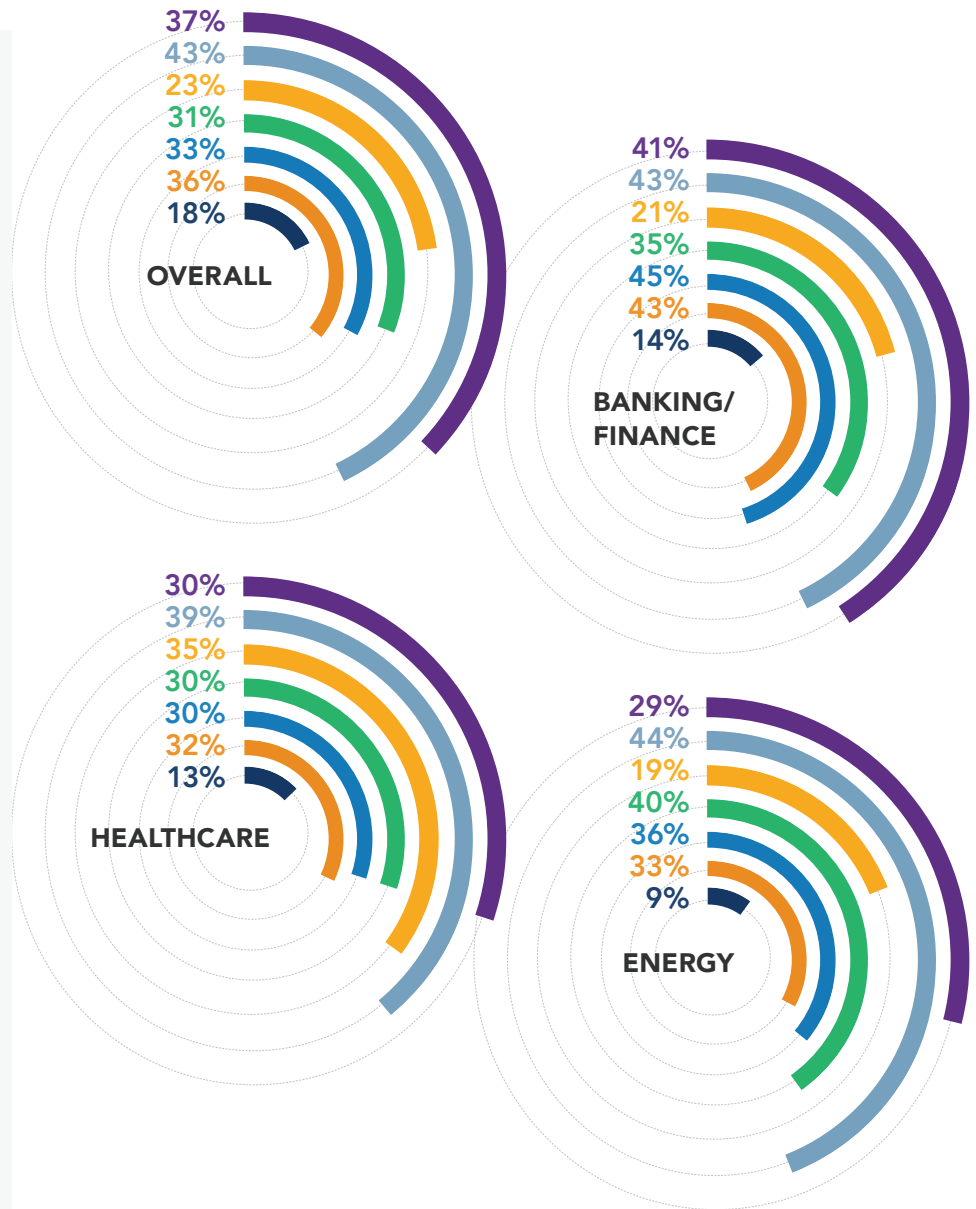
INCLUSION

Puts the concept and practice of diversity into action by creating an environment of involvement, respect and connection where the richness of ideas, backgrounds and perspectives is harnessed to create business and societal value. Individuals have a sense of belonging — feeling they are full members of a community, no matter their background.

However, Brandon Hall Group research reveals a significant gap between how organizations perceive themselves and their demonstration of behaviors that reflect true diversity, equity, and inclusion. Leading organizations take strategic actions to fill these gaps and create business impact for DEI. This report includes guidance and specific examples from enterprise organizations on how to optimize DEI.

Organizations Demonstrating Behaviors of Diversity, Equity, Inclusion*

- The diversity of the workforce reflects the composition of the customer base

- The diversity of the workforce reflects the composition of the communities it serves

- The diversity of the leadership and management group reflects the composition of the workforce

- The talent pipeline at my organization is diverse

- My organization addresses pay transparency issues by gender and race/ethnicity

- My organization has a published set of short- and long-term diversity goals

- There is accountability for DEI goals across the organization

OVERALL
37%
43%
23%
31%
33%
36%
18%

BANKING/ FINANCE
41%
43%
21%
35%
45%
43%
14%

HEALTHCARE
30%
39%
35%
30%
30%
32%
13%

ENERGY
29%
44%
19%
40%
36%
33%
9%

*Percentages represent organizations agreeing/strongly agreeing with statements

Source: 2020 Brandon Hall Group Diversity and Inclusion Benchmarking Study

The key to success in DEI is taking a strategic, holistic approach, as the case study examples will show.

Source: 2020 Brandon Hall Group

It starts by establishing values of DEI across the **organization**, including trust, transparency, and accountability.

Those values must be communicated and demonstrated effectively and consistently so every **individual** understands the organization's principles and their role and responsibility to apply them to everything they do.

There must be an environment of continuous learning and growth through a variety of **programs** ranging from attracting and hiring diverse candidates to targeted development of underserved employee populations to ensure equity in career opportunities.

And organizations need to have **systems** in place to facilitate DEI. This includes using technology, and governance — such as creating DEI councils to manage efforts across the enterprise — and tools to measure progress and make adjustments to address challenges.

Here are five critical strategies to drive DEI success and examples of leading practices:

Establish and Demonstrate Strong Values

The prerequisite for diversity, equity, and inclusion as business drivers is establishing values, and communicating and supporting them across the enterprise. Brandon Hall Group recommends involving key stakeholders to establish the mission and vision from the beginning. The exact values will vary by organization, but research shows that successful organizations establish the following:

TRUST

Employers must instill trust across the organization and that they believe in a diverse and inclusive culture. To do this, they must demonstrate that they embrace:

- Creating and sustaining a safe and productive work environment

- Creating an environment where the unique attributes of each person are understood, valued, respected, and utilized

- Offering equal opportunities for career growth

- Evaluating and rewarding performance equitably and equally

- Corporate responsibility that includes supporting the communities and markets they serve

Building trust begins at the top. For example, Bank of America emphasizes diversity and inclusion in serving employees, customers, clients, and shareholders. CEO Brian Moynihan has chaired the Global Diversity & Inclusion Council for more than a decade. The company is listed on *Fortune* magazine's list of Best Workplaces for Parents. It was also named one of the Best Places to Work for Disability and Inclusion by the U.S. Business Leadership Network and the American Association of People with Disabilities.
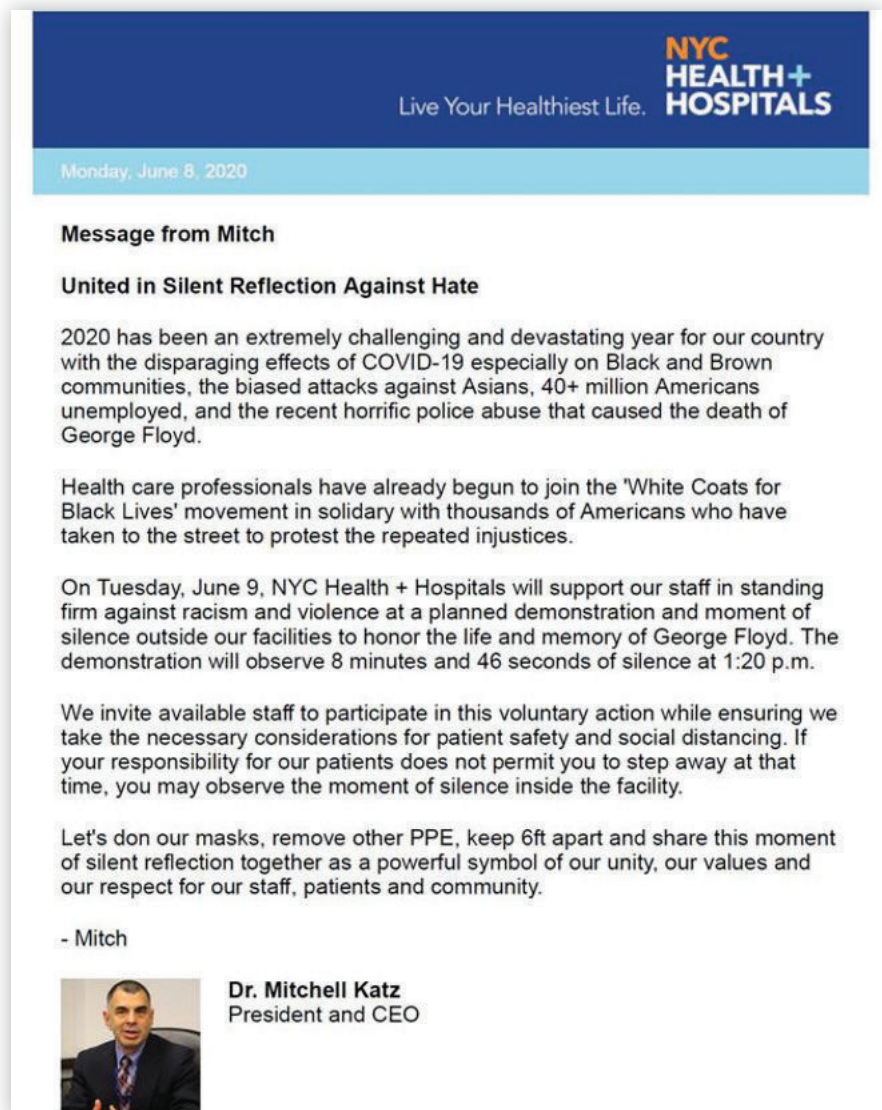
TRANSPARENCY

The best way to build trust is through complete transparency. This involves ongoing communication and demonstration of values. In Brandon Hall Group's research, we found that many organizations live their values, but employees and customers often are unaware of the organizations' level of commitment.

At New York City Health + Hospitals, the largest public healthcare system in the United States, most employees and patients are Black, Latino, or Asian. The CEO publicly supports the social justice movement in several ways and personally invited staff members to demonstrate against racism and violence.

Transparency is difficult because you must commit to being open and honest and consistently maintain those values. Everyone is busy and focused on many different things, so there must be an ongoing commitment to communicating how the organization achieves its values.

NYC HEALTH+HOSPITALS
Live Your Healthiest Life.

Monday, June 8, 2020

Message from Mitch

United in Silent Reflection Against Hate

2020 has been an extremely challenging and devastating year for our country with the disparaging effects of COVID-19 especially on Black and Brown communities, the biased attacks against Asians, 40+ million Americans unemployed, and the recent horrific police abuse that caused the death of George Floyd.

Health care professionals have already begun to join the 'White Coats for Black Lives' movement in solidary with thousands of Americans who have taken to the street to protest the repeated injustices.

On Tuesday, June 9, NYC Health + Hospitals will support our staff in standing firm against racism and violence at a planned demonstration and moment of silence outside our facilities to honor the life and memory of George Floyd. The demonstration will observe 8 minutes and 46 seconds of silence at 1:20 p.m.

We invite available staff to participate in this voluntary action while ensuring we take the necessary considerations for patient safety and social distancing. If your responsibility for our patients does not permit you to step away at that time, you may observe the moment of silence inside the facility.

Let's don our masks, remove other PPE, keep 6ft apart and share this moment of silent reflection together as a powerful symbol of our unity, our values and our respect for our staff, patients and community.

- Mitch

Dr. Mitchell Katz
President and CEO

Source: New York City Health + Hospitals

Healthcare Services Provider

Quantum Health, a growing company that provides healthcare coordination services for self-insured employers and employees, sees itself as a team of "healthcare warriors" who ensure clients' employees get the care they need when they need it. Quantum Health's culture is built around five pillars:

- **Sanctuary:** A safe place where members' options are explained, and they can share their anxieties

- **Friendship:** A person whose only purpose is to help without an ulterior motive or hidden agenda

- **Expertise:** Guidance from experts in real-time, across all aspects of their care

- **Stick with Them:** A dedicated care coordinator sticks with members throughout each step of their healthcare journey

- **Warrior:** Someone in the consumer's corner who resolves issues they can't resolve themselves

Quantum's corporate culture is built around those same five pillars. The company built a culture of diversity, equity, and inclusion by focusing on hiring people aligned with those pillars.

Quantum has a diverse workforce because the qualities of the people it hires transcend race, gender, nationality, sexual orientation, and other categories. Leaders care only about hiring people who match the pillars. Managing and sustaining the culture is the top priority.

ACCOUNTABILITY

Everyone involved in an inclusion and diversity initiative should be accountable for their roles.

If businesses want to be truly inclusive, they must collect and leverage data to understand their current state, determine the desired future state, and set goals to get there. For example:

- Talent-acquisition professionals should have specific inclusion and diversity goals

- Employee resource groups should have specific objectives

- Leaders should also have specific inclusion targets and progress markers with performance and compensation tied to the results

These things rarely happen now. Our research shows that no more than one-quarter of organizations set any specific goals for DEI, and three out of 10 organizations do not set any goals.

Actively Attract, Recruit, and Hire Diverse Candidates

One essential for building a diverse and inclusive workforce is a rich and varied talent pipeline. This requires ongoing recruiting efforts and targeted development.

Effective hiring strategies include a range of activities but nothing is more important than ensuring biases don't creep into recruiting.

Anonymous screening is a critical practice that most organizations fail to leverage. Using technology for anonymous screening is another way to guard against bias. It:

- Hides evidence of age, gender, race, and education

- Focuses on what matters: skills and ability to do the job

- Prevents unconscious bias at a critical step in hiring

Organizations Using Anonymous Screening

16%

2020 Brandon Hall Group
Diversity & Inclusion Benchmarking Study

Diverse and inclusive recruiting strategies are not used in most organizations. While 90% of organizations may use at least one diverse recruiting strategy, fewer than half use any specific strategy to ensure a more diverse and inclusive recruiting process.

Organizations Using Inclusive Recruiting Strategies

RECRUITMENT STRATEGY	OVERALL	FINANCIAL SERVICES	HEALTHCARE	ENERGY
Maintains a geographically diverse candidate pool	44%	51%	47%	47%
Conveys employer brand messaging based on values and sentiment of a diverse workforce	36%	33%	40%	39%
Ensures there are diverse recruiters	40%	31%	42%	42%
Relationship-building to recruit from associations, groups, educational institutions and government entities associated with under-served talent communities	38%	31%	44%	45%
Interviewers reflect the diversity and inclusion the organization strives for	26%	29%	38%	41%
Job descriptions/position descriptions are reviewed and/or edited to remove unconscious bias	37%	28%	40%	37%
Use of technology to reduce unconscious bias in hiring	29%	33%	31%	26%
Targeted recruitment communications to diverse communities	29%	22%	25%	32%
Diversity referral program	10%	10%	16%	13%

2020 Brandon Hall Group Diversity & Inclusion Benchmarking Study

The best organizations take short- and long-term approaches to building diversity and inclusion.

Many organizations have expansive campus recruiting programs and community outreach efforts to build awareness of their industry and their company's values. This helps build trust within diverse communities and serves as a foundation to build a diverse pipeline over time.

Fortune 500 Global Financial Institution

Case in Point

This organization has extensive programs in diverse communities to create awareness of banking as a career. Its dedicated diversity talent acquisition team has a mandate to build a pipeline of minority professionals for all business lines.

Attracting Young Talent

Campus programs to hire and develop diverse employees are a big part of the effort. For example, the company works with more than 30 historically Black colleges and universities. The bank targets schools with strong financial services programs. It hosts career forums, starting in students' freshman year, where the students can learn about banking. It includes an education program to help students manage credit, understand what it takes to get loans and build financial acumen.

The effort expands to workshops that expose students, beginning in their sophomore year, to careers in banking. After their sophomore and junior years, they are recruited into highly selective internship programs. But about 90% of interns are hired and enter targeted development programs that significantly improve the diverse manager and leader program over a five- to 10-year period.

Community Outreach

Outreach efforts go far beyond college campuses. The bank supports community and cultural efforts through Employee Resource Groups, adapts carbon-neutral policies, invests in green energy and underserved minority communities, and encourages employees to volunteer in efforts that support a range of cultural and community issues.
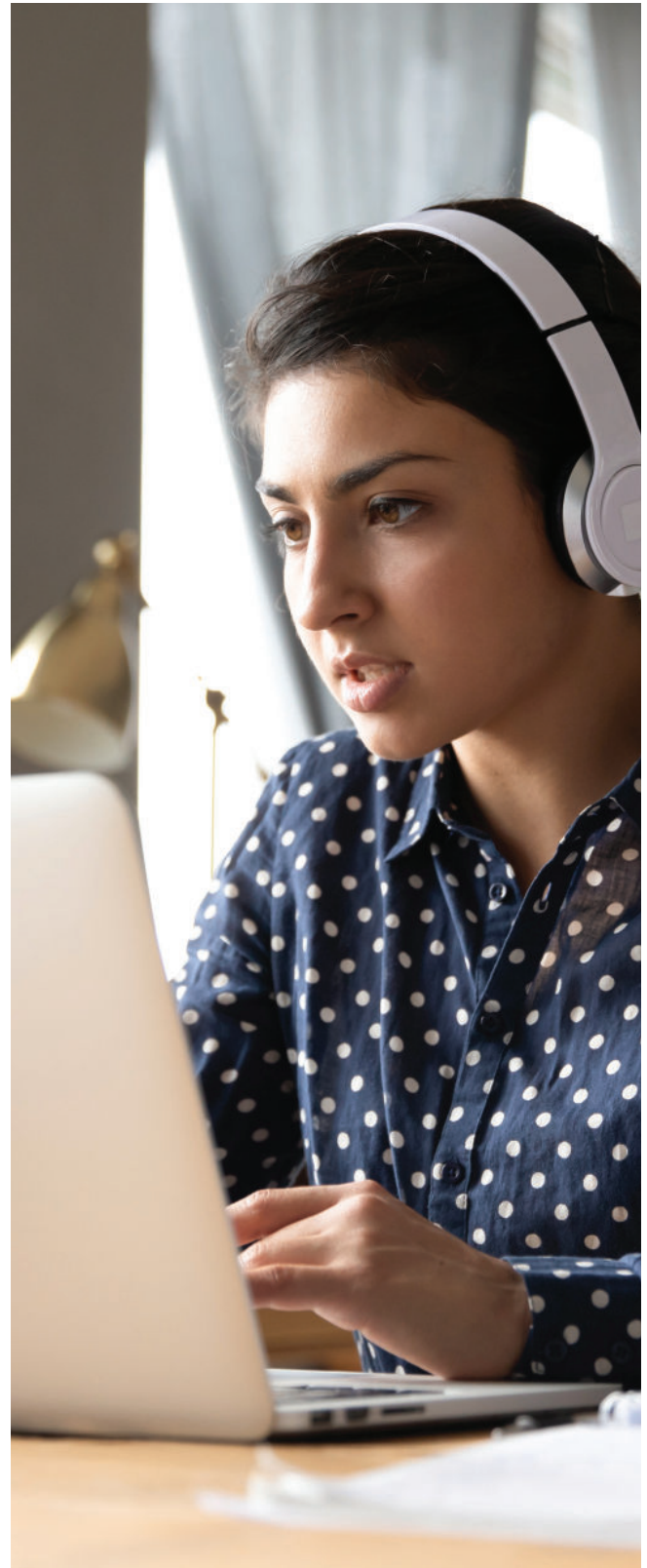
Develop Continuous Learning Experiences in DEI

Building a culture of diversity, equity, and inclusion requires continuous learning and development at all levels of the organization.

Programs should be dynamic, ranging from building awareness and activism among all employees to offering career opportunities to members of employee groups who are underrepresented in senior and leadership roles. The programs also must be adjusted or increased based on relevant external events and conditions.
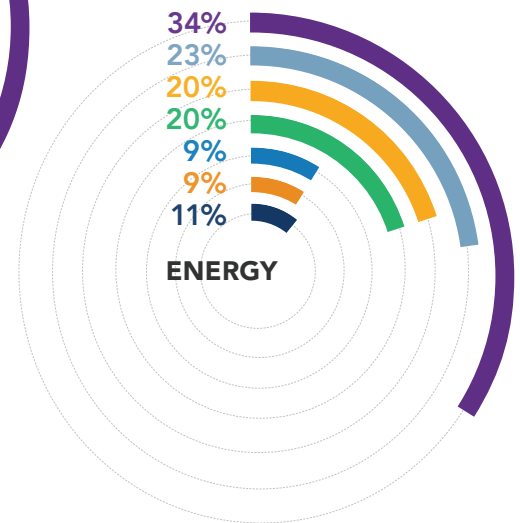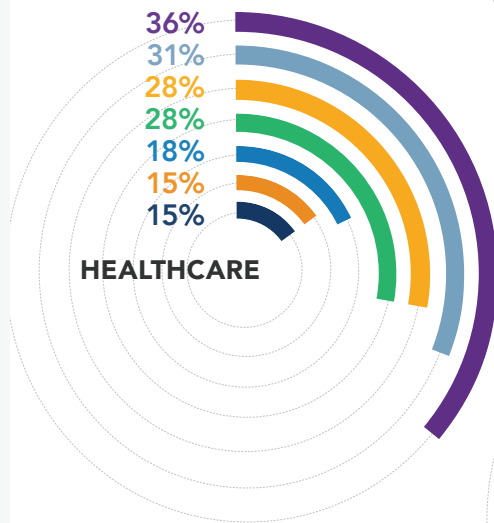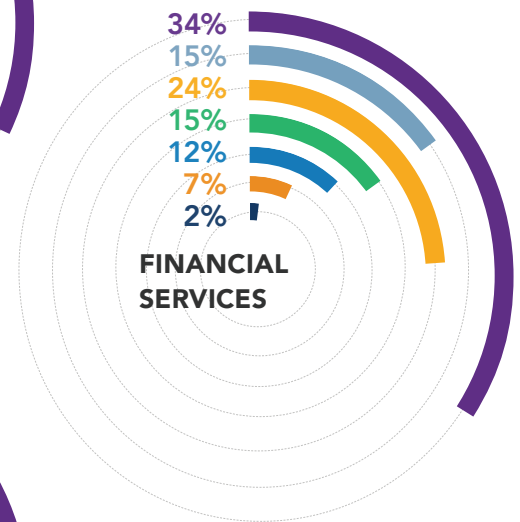
For example, the COVID-19 pandemic led to exponential growth of remote working, which requires new ways of communicating and collaborating. The racial justice movement across the U.S. triggered the need to address uncomfortable topics in constructive ways that build understanding.

Historically, most organizations address awareness through compliance education and teaching the importance of being aware of unconscious biases and embracing differences in the workplace. But far fewer organizations target development programs for underserved populations or teach leaders, managers, and employees to embed the principles of diversity, equity, and inclusion in everything they do.

Organizations Using Training and Development Programs to Drive DEI

- Diversity and inclusion modules in regularly scheduled management and leadership training and onboarding

- Teaching leaders how to manage diverse populations

- Train employees how inclusive behaviors can be embedded into everyday job activities and responsibilities (e.g., product design, customer service, team meetings)

- Experiential learning led by people from diverse groups

- Programs that explore the racist past of our country, our industry, and our organization

- Programs that define and explore terms and phases such as white supremacy, oppression, colonialism, justice, and equity

- A training program on supplier diversity for key buyers of goods and services

OVERALL

32%
22%
22%
20%
11%
10%
9%

FINANCIAL SERVICES

34%
15%
24%
15%
12%
7%
2%

HEALTHCARE

36%
31%
28%
28%
18%
15%
15%

ENERGY

34%
23%
20%
20%
9%
9%
11%

2020 Brandon Hall Group Diversity & Inclusion Benchmarking Study

Continuous learning is critical to reinforcing the organization's values regarding DEI, connecting with individuals, and giving them opportunities to grow — in their awareness and their careers.
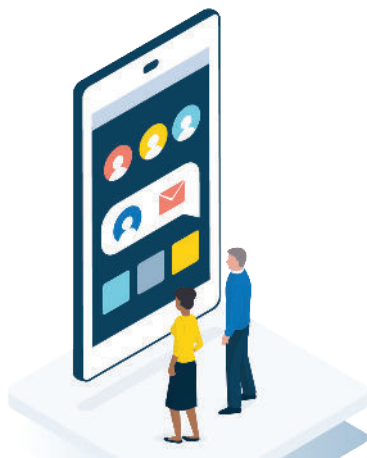
Citibank

Case in Point

Citigroup, an American multinational investment bank and financial services corporation with 204,000 employees, wants learners to realize how unconscious bias is an everyday topic, naturally ingrained in their actions and decisions. Being aware of these dynamics and biases as a part of human nature helps learners become better at what they do. Citigroup's "Building an Inclusive Culture" course is an interactive, 30-minute eLearning program for all employees: individual contributors, leaders, people managers, and client-facing.

Objectives

- Raise awareness of unconscious bias and insider/outsider dynamics

- Increase understanding of the business case for a diverse workforce and inclusive culture

- Enable participants to define and recognize concepts of unconscious bias and take actions to prevent its impact in the workplace

- Increase knowledge of how to promote an inclusive culture

- Increase engagement with this topic more broadly

Atrium Health

Case in Point

Atrium Health manages 44 hospitals in the Southeast U.S. with 65,000 employees. It established Leadership Mentoring Circles to provide leaders with skill practice and tools to support workplace diversity and inclusion, treat teammates with respect, show care for job satisfaction, provide useful feedback, involve team members in decision-making, objectively consider suggestions for improvement, encourage teamwork, provide appropriate recognition, and assist with work/life balance.

This program encompassed diversity and inclusion at its broadest application. It had relevance to traditional areas such as gender and race/ethnicity. But Atrium wanted leaders to be more connected to their employees, and more supportive and empathetic in their leadership behaviors. That is the true value of DEI.

Leaders' response to the initiative was strong:

"I have already applied in huddles, staff meetings. Respect, listening more carefully, listening to other managers in the class and understand that you are not alone in a tough job role."

"I am really listening and getting to know all of my staff members so I can understand the value they place on various items, what's important to them and what isn't."

"I have learned a lot about myself and the need to be self-reflective and open to feedback from peers and teammates."

Multinational Oil and Gas Company

Case in Point

This company, with approximately 85,000 employees and operations in more than 30 countries, aims to hire 50% women. To retain women, the organization stresses early career development. There is a wide variety of programs, ranging from formal and informal mentoring to immersive global programs.

Development of High-Potential Women

The high-potential programs for women — usually involving 200 per year across the globe for the mid-level program and a smaller number for senior-leader development — draws heavily on program alumni to facilitate the program, rather than external facilitators as many similar programs do.

This is because the company values the experiences of alumni who have not only gone through the program but understand the challenges and pressures involved in moving into more responsible roles in often remote locations within the organization.

The program is also increasing its involvement of men in developing women leaders. The organization believes in the concept of male allyship and the need to have those in power understand how to help them in their journey.

Impact

The company increased the retention rate of female leaders by more than 15% in the last three years.
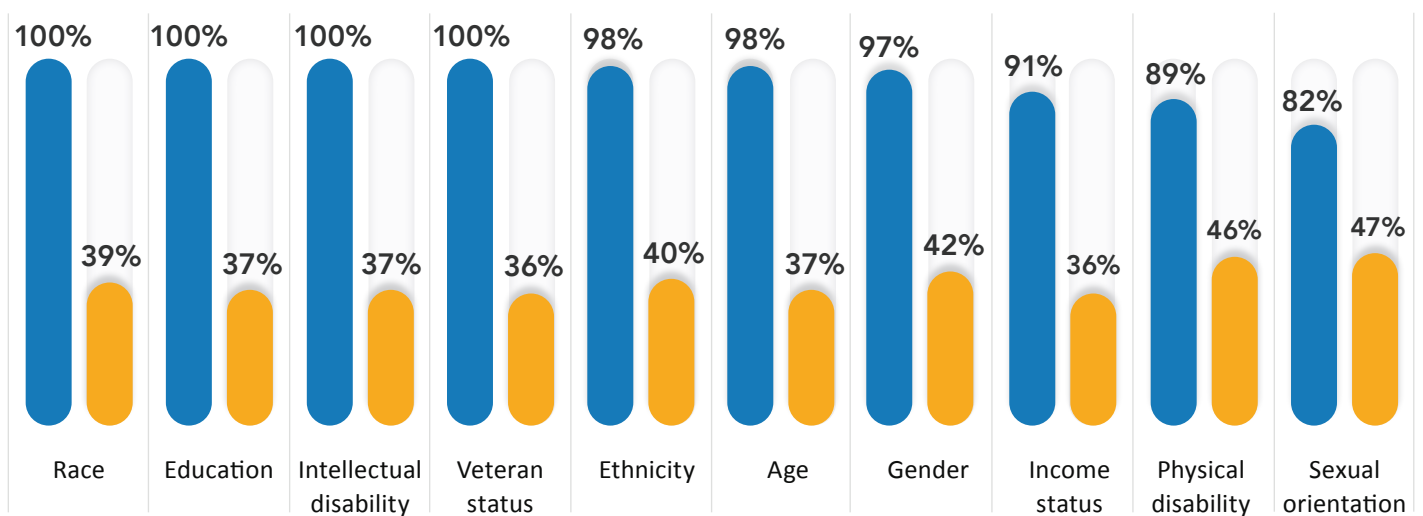
Measure, Evaluate, and Evolve

All organizations want to make progress in diversity, equity, and inclusion. But most struggle to collect data and use it to understand what is working, what's not, and how to improve.

It starts with the data. While the great majority of organizations track diversity metrics, they struggle to collect inclusion data and measure the effectiveness of DEI efforts. There is a huge gap between the collection of diversity and inclusion data. This is a big problem because diversity has little value unless employees are treated equitably and feel a sense of belonging and inclusion.

Large Disparities in Tracking Diversity and Inclusion

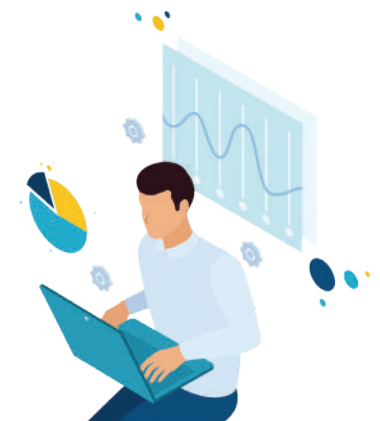| Race	Education	Intellectual disability	Veteran status	Ethnicity	Age	Gender	Income status	Physical disability	Sexual orientation
100%	100%	100%	100%	98%	98%	97%	91%	89%	82%
39%	37%	37%	36%	40%	37%	42%	36%	46%	47%

2020 Brandon Hall Group Diversity and Inclusion Benchmarking Study

You can't understand inclusion without measuring it, and 40% of organizations are not measuring inclusion at all, according to Brandon Hall Group research. Once you have the diversity data, there are many areas of inclusion that can be measured.

Here are the inclusion metrics that leading organizations are using:

- ✓ Employee sentiment
- ✓ Participation in employee resource groups
- ✓ Participation in various types of training
- ✓ Promotion rates
- ✓ Engagement scores
- ✓ Recognition
- ✓ Performance ratings
- ✓ Project team inclusion

Case in Point

Large U.S. Financial Institution

Here is an example of what one organization did with participation data on D&I training to understand how it impacted manager and leader behaviors.

This organization, with more than 120,000 employees, has an extensive diversity and inclusion training program at all levels of the organization. It conducted a statistical impact study combined with qualitative focus groups. The study looked at 28,000 managers' diversity and inclusion learning consumption during a three-year period, assessing its impact on their management behaviors.

Impact

Findings showed managers who consume any diversity and inclusion learning:

- Experience less voluntary attrition among their direct reports

- Give more monetary recognition to their direct reports

- Receive more promotions

- Had less voluntary attrition among direct female reports

- Had less voluntary attrition among people of color direct reports

Managers' direct reports indicated having increased opportunities to discuss D&I topics during staff meetings. Employees also felt they had better one-on-one conversations with their managers and received more effective coaching according to their unique skill sets.

Using Data to Understand Bias

Armed with rich data, organizations can also analyze their level of hiring bias. Even with anonymous screening, there are opportunities for recruiters or hiring managers to make judgments about an individual that are not related to their talent, ability, or suitability for the job.

Let's say 10% of all job applicants are veterans. This suggests that 10% of all hires should be veterans. If your diversity hiring data shows 8% of hires are veterans, there could be situational issues that explain the difference. However, if the hiring rate for veterans is only 4%, this would indicate a systemic issue that should be examined.
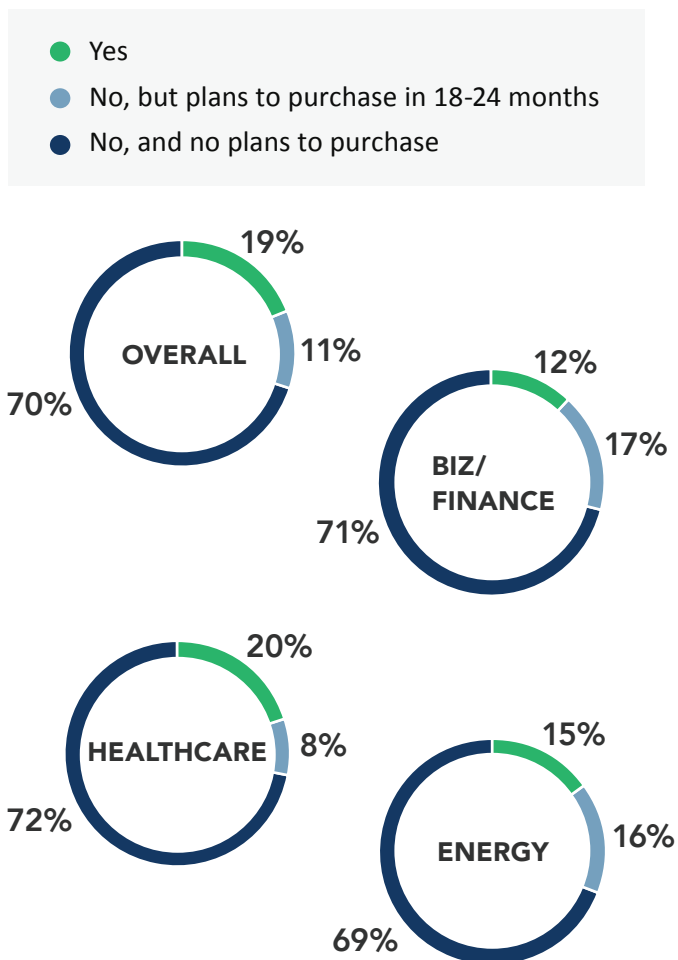
Leverage Technology to Facilitate DEI Efforts

Technology is a great enabler of high-quality human capital management, including diversity, equity, and inclusion.

However, few organizations are using technology to drive DEI, either as a point solution or through their HCM technology suite. And the majority have no plans to do so. This is a huge missed opportunity.

Organizations Using Technology for DEI (Point Solution or HCM Suite)

- Yes
- No, but plans to purchase in 18-24 months
- No, and no plans to purchase

OVERALL
19%
11%
70%

BIZ/FINANCE
12%
17%
71%

HEALTHCARE
20%
8%
72%

ENERGY
15%
16%
69%

2020 Brandon Hall Group Diversity and Inclusion Benchmarking Study

Technology can facilitate many aspects of DEI, including many of the strategies we already discussed.

Technology can help with:

- DEI activity tracking
- ERG participation tracking
- Tracking inclusion in cross-functional teams and projects
- Increasing self-service for learning, career planning, and other functions. Self-service reduces the chance of bias by putting action in the hands of the individuals
- Predictive analytics and adverse impact analysis
- Candidate resume anonymization
- Contextual analysis to remove unconscious bias in job descriptions
- Designing learning for different employee types

Some usages are straightforward. But many organizations simply don't understand the impact they can have on DEI.

For example, New York City Health + Hospitals wanted to engage its diverse employee population in the wake of the racial justice movement, which the healthcare system supported. So, it used a virtual communication platform that enabled real-time, anonymous conversations with employees on the topic of implicit bias and racism. The platform facilitated dialogue. It began within a couple days of the initial protests, created a safe space for employees to share their thoughts, and provided hospital leaders with concrete action steps to continue these important conversations in the workplace.

Other usages are more sophisticated and require partnerships with specialized technology providers.

Here is an example of technology that aided diverse recruitment efforts.

Fortune 500 Energy Company

Case in Point

A Fortune 100 energy company uses technology to make hiring content more inclusive and attractive regardless of the background or characteristics of the candidate.

The tool helped this employer revise job descriptions to make them more inclusive, more gender-neutral, and more age-appropriate and attractive to everyone. This is important because the language an organization uses repeatedly is a signal of its values. To build a company where everyone is valued for their uniqueness, the language you use makes a difference. Technology helps an organization do this consistently at scale.

This company was careful to take a strategic approach in using the tool to determine the best way to be more inclusive in hiring. The organization has a business partnership with LinkedIn, which provides metrics on how it's performing in attracting applicants from LinkedIn members. When the energy company began its pilot project with the tool in early 2019, the company chose a few countries where it was doing a lot of hiring.

By the time the company did its fall business review in late-2019, the number of women applicants — through use of the tool — had improved from 21% to 29%. "When you think about that level of improvement with only a few countries participating within a few months, we knew we were on the right track," a company official said.

Key Takeaways

Success in diversity, equity, and inclusion involves an organization-wide strategy. It is about building a culture through values, engaging talent, continuous learning, recognizing success, and employee activism.

It is a complex journey, but one worth investing the time, money and effort required to drive business growth and improve the engagement of employees, customers, and all other stakeholders.

DEI can create a competitive advantage by:

✓ Expanding the breadth and depth of ideas needed to innovate and respond to market changes

✓ Improving the organization's ability to grow

✓ Improving customer retention

✓ Improving the ability to attract new customers

✓ Reducing liability for discrimination, disparate treatment, and hostile work environment

✓ Improving your employer brand

✓ Improving sales relationships through the ability to relate to diverse prospects and customers

✓ Improving succession planning capability because you will have the breadth and depth of talent to move qualified people into critical positions

Authors and Contributors

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Emma Bui (emma.bui@brandonhall.com) is the Graphic Design Associate at Brandon Hall Group. She created the layout and graphics for this report.

About Eightfold AI

Eightfold is an AI company based in Silicon Valley, working with enterprises across industries and around the world. The company uses artificial intelligence technology to transform how enterprises manage their talent throughout the talent lifecycle, from recruiting and hiring through employee mobility, retention, and skills development.

The company's AI approach is also designed to prevent bias and support diversity. This AI approach is transformative because it helps companies to think about talent differently.

Traditionally, you hired someone who had "done the job before and could be trusted to do it again." Today, skills change so quickly that if you hire someone who has done just the exact job before, the job will change so that their existing skills are no longer sufficient or possibly not even relevant. So, you need to hire, promote, and think about what people can learn and what they can become — not just what they can do today. In other words, you need to hire for potential.

The ability to deliver on human potential with AI requires real expertise in artificial intelligence. Eightfold's founding team are world experts and are at the cutting edge of delivering business-ready AI. To achieve the best results with technology, you need to have the best technology — and that is what the Eightfold team is delivering to companies today.

To learn more,
please visit
eightfold.ai

eightfold.ai

About Brandon Hall Group

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help …

MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.

ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.

EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.

PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.