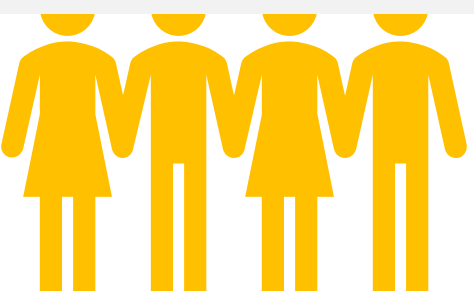
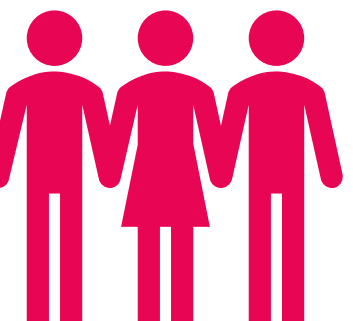
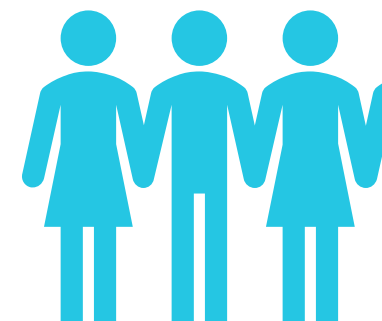


The Evolution of DEI: Priorities, Opportunities, & Considerations



Dhara Puvar and Ethan Call

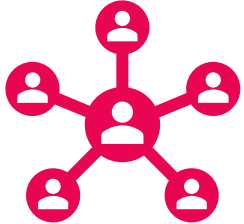


A large crowd of people is gathered in a city square, likely in New York City, for a Black Lives Matter protest. Many participants are wearing face masks and holding up handmade signs. The background features several tall buildings, including a prominent one with a grid-like facade. The scene is filled with energy and solidarity.

Remembering George Floyd, one year later.

In 2020, companies pledged to increase focus on diversity and inclusion in solidarity with the Black Lives Matter movement. Today, they are being held accountable for those commitments.

Research Methods



39 HR and DEI leaders across
32 participating companies.



Qualitative and quantitative analysis
using interview and survey data.



DEI is highly contextual. Company size
ranged from 3,800 to 514,000 employees.

Research Objectives

Summer 2020's Impact on DEI

Understand how companies' approach to DEI shifted because of the call for greater racial equity and social justice that we saw in 2020.

Key Opportunities for HR

Uncover challenges and opportunities that have resulted from this shift. Identify trends and best practices.

The Next Evolution of DEI

Call out what is next in this space and which issues are on the future horizon in regard how companies are approaching DEI.

Summer 2020's Impact on DEI

Key Shifts and Priorities



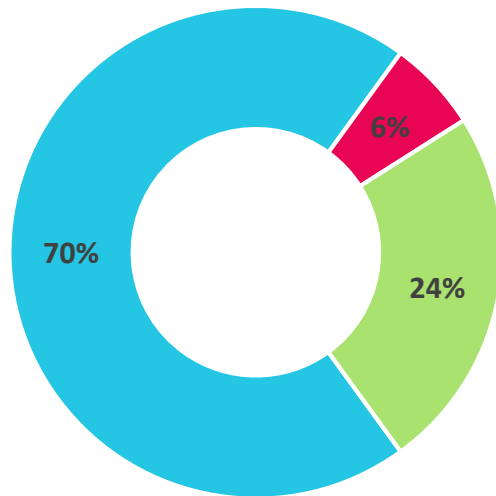
The events of 2020 increased companies' speed and appetite for DEI action.



Prioritization

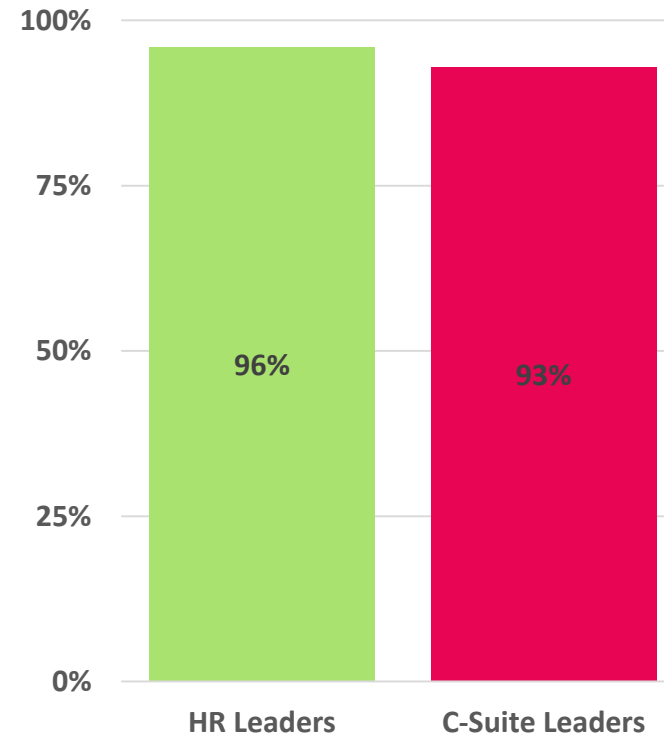
70% of companies agreed that “DEI became a greater priority for [their] organization due to the events of Summer 2020.”

■ Agree ■ Neutral ■ Disagree



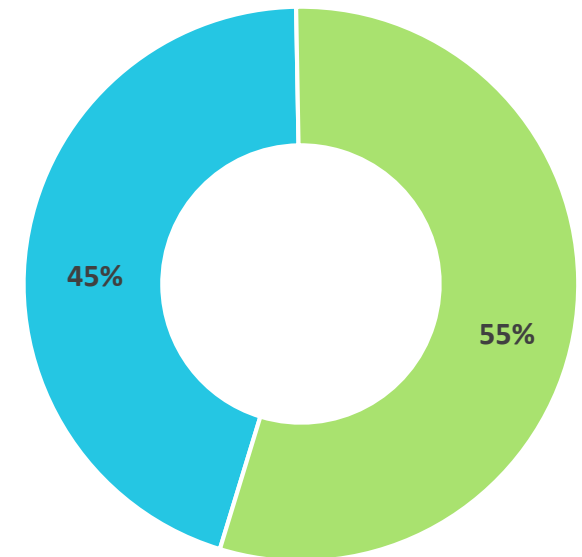
Leadership Buy-in

96% of companies agreed that their HR leaders were bought-in to the DEI strategy. 93% agreed for C-Suite Leaders.



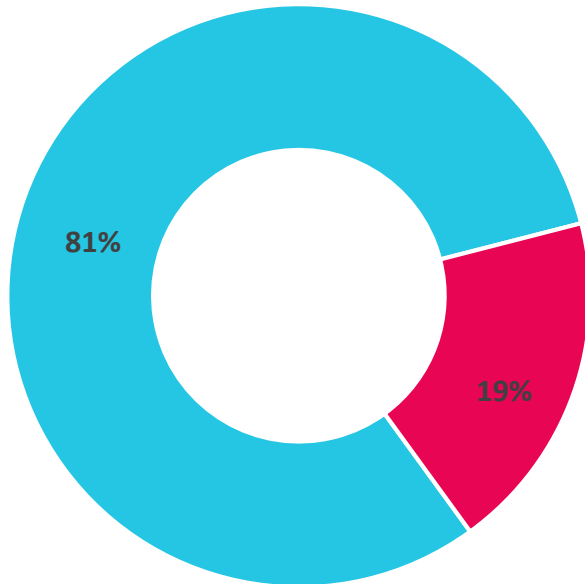
Changing Teams

45% of companies said “[their] organization’s DEI team has changed due to the events of Summer 2020.”



Conversations

81% of companies said they held employee listening sessions in 2020.



Commitments



Monetary donations



Community investments



Partnerships with social justice organizations



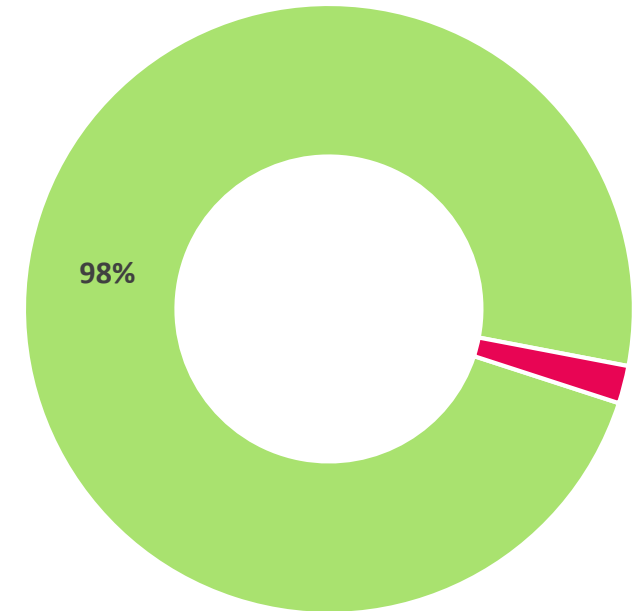
Increase representation and leadership of URM



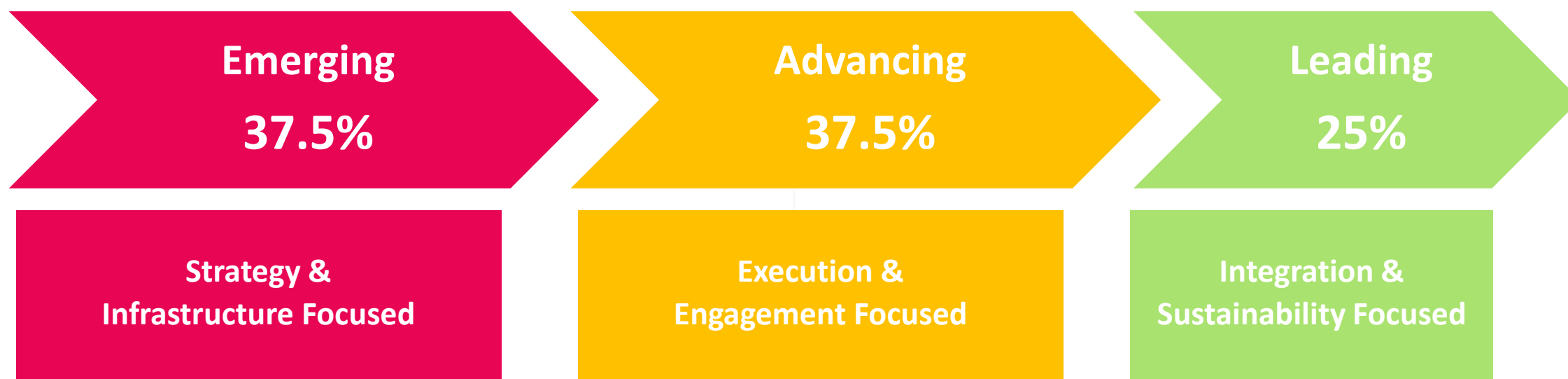
Supplier diversity

Transparency

98% of companies said they have numeric DEI goals.



Participating companies are at three distinct points on their DEI journey.



DEI Priorities Framework

	Emerging	Advancing	Leading
Infrastructure	<ul style="list-style-type: none"> Build out a clear DEI strategy Use data to identify gaps Develop DEI goals Increase awareness 	<ul style="list-style-type: none"> Expand the influence of the DEI team Communication channels Increase access to DEI tools 	<ul style="list-style-type: none"> Revisit and assess DEI infrastructure to ensure alignment with business goals Iterates on the DEI function and structure to keep up with best practices and innovations
Diversity	<ul style="list-style-type: none"> Develop employer brand Increase URM representation Gender parity 	<ul style="list-style-type: none"> Focus on retention Leadership pipelines for diverse employees Deeper DEI integration into talent processes 	<ul style="list-style-type: none"> Measures and tracks progress against diversity goals across the enterprise Seeks ways to expand the definition of diversity to include more stakeholders
Inclusion	<ul style="list-style-type: none"> Grievance procedures and compliance Unconscious bias training 	<ul style="list-style-type: none"> Interventions needed to build a culture of inclusion Microaggressions and allyship training Continued conversations about race and identity 	<ul style="list-style-type: none"> Conversations beyond race Training focused on antiracism, systemic racism, and building inclusive leadership habits Intersectionality Expand inclusion initiatives worldwide
Integration	<ul style="list-style-type: none"> Tie DEI to company values and EVP 	<ul style="list-style-type: none"> Ensure leaders have visibility, data, and tools they need to drive DEI strategy DEI is embedded into HR practices 	<ul style="list-style-type: none"> Integrate DEI into every system and thought process Globalization of this work
Accountability		<ul style="list-style-type: none"> Develop mechanisms for leadership accountability Effectively measure progress against DEI goals 	<ul style="list-style-type: none"> Promote transparency with data and DEI metrics
Equity			<ul style="list-style-type: none"> View compensation from an equity lens Become a leader in fighting systemic racism Commitment to an antiracist culture

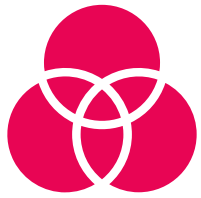
DEI Priorities Framework

	Emerging	Advancing	Leading
Infrastructure			
Diversity			
Inclusion			
Integration	<ul style="list-style-type: none"> Tie DEI to company values and EVP 	<ul style="list-style-type: none"> Empower leaders with the visibility, data, and tools they need to drive DEI strategy DEI is embedded into HR practices 	<ul style="list-style-type: none"> Embed DEI into every system and thought process across the enterprise Globalization of this work
Accountability			
Equity			



Key Opportunities for HR

Our findings uncovered four key areas of opportunity for HR to significantly advance DEI efforts.



Embedding DEI into talent processes.



Increasing accountability.



Prioritizing employee listening.



Building an inclusive workplace.

Roadmap to Inclusion

DEFINE

Be *intentional* and *specific* about defining what inclusion looks like for your company.



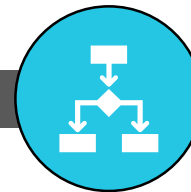
MEASURE

What gets measured, gets better.



COMMUNICATE

Continual promotion and communication about inclusion so that it stays top of mind.



EMBED

Build accountability to better embed inclusion into your culture.

The Next Evolution of DEI



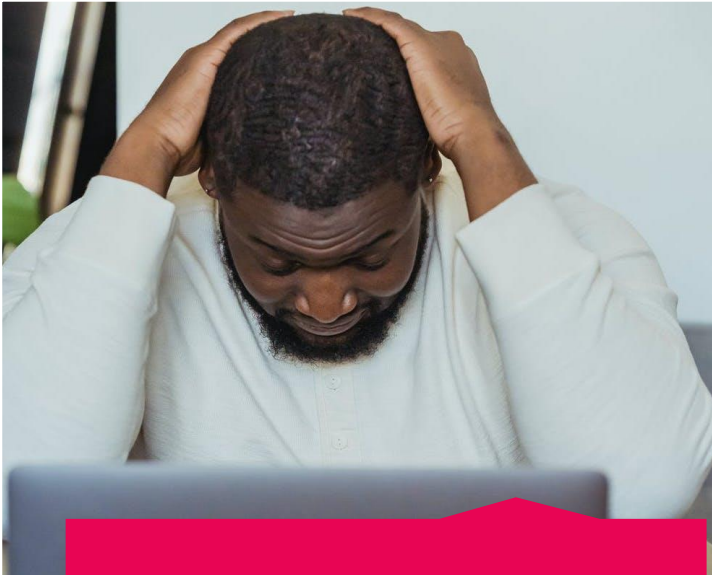
FIGHT TODAY
FOR A BETTER
TOMORROW

A photograph of a protest sign made of cardboard, held up by a person in a crowd. The sign has three lines of text: 'FIGHT TODAY' in bold black block letters, 'FOR A BETTER' in bold black block letters with 'BETTER' written in red cursive script, and 'TOMORROW' in bold black block letters. The background is a blurred crowd of people at an outdoor event.

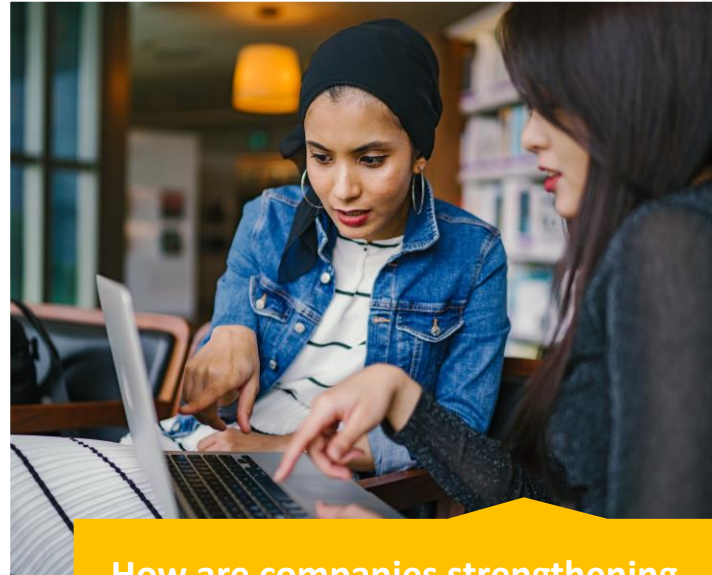
How do we drive engagement among disparate groups?



How do we make DEI work sustainable for the long term?



How do we combat burnout and ensure DEI is well resourced?



How are companies strengthening the connection between DEI, CSR, and corporate citizenship?

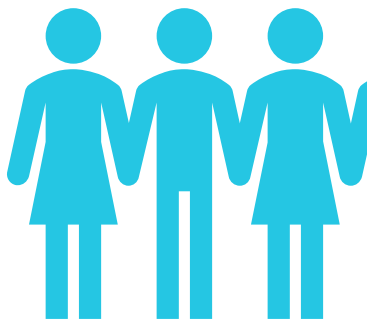
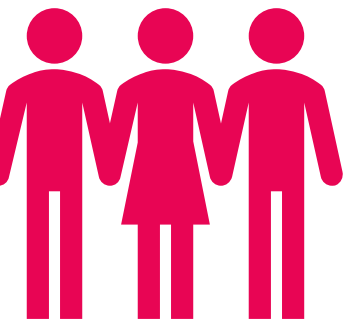
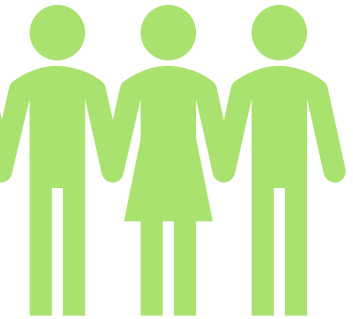
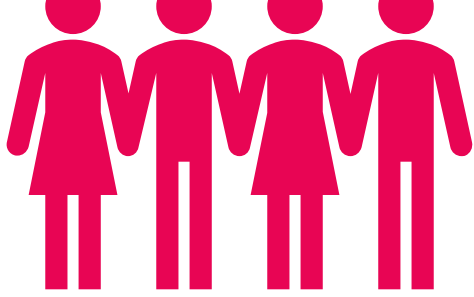
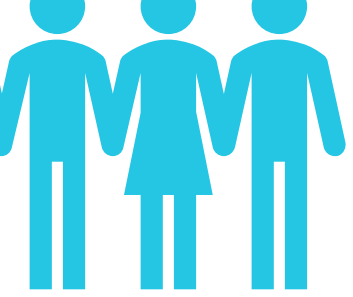


How can organizations work together to make a larger and more meaningful impact on society?

Thank you to our participating companies!

Accenture
American Express
Boeing
Boston Scientific
Bristol Myers Squibb
Cargill
Cerner
Cigna
CIT Bank
Colgate Palmolive
Cubic
Doctors Without Borders
DP World
E&J Gallo Winery
Ecolab

Estee Lauder
General Electric
The Hershey Company
Hormel Foods
IBM
Johnson Controls
J.P. Morgan Chase & Co.
Lincoln Financial Group
Manulife
McDonalds
Merck & Company
Polaris
R1 RCM
Samsung
Trane Technologies
Verizon Communications



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