

Data-Driven DEI™:

The Tools and Metrics You Need to Measure, Analyze, and Improve Diversity, Equity, and Inclusion

ORGANIZATIONAL DEI MEASURES, METRICS, AND KEY PERFORMANCE INDICATORS (KPIs)

ORGANIZATIONAL DEI METRICS: FOUNDATION

OUTPUTS	OUTCOMES
Category 1: Vision, Strategy and Business Impact	
<p>Performance</p> <ul style="list-style-type: none"> • No. of DEI KPIs in DEI strategic plan • No. of DEI KPIs assigned to leaders • No. of DEI incentives assigned to leaders <p>Learning and Development</p> <ul style="list-style-type: none"> • <i>See outputs under “Learning and Development”</i> <p>Thought Leadership and Recognitions</p> <ul style="list-style-type: none"> • No. of DEI-related articles, white papers and reports • No. of DEI-related awards and recognitions (e.g., “Top DEI...”, “DEI Best of...”, etc.) • DEI-related rankings • No. of DEI-related citations and references in industry, trade and DEI publications, trade journals, websites, blogs, etc. 	<p>Performance</p> <ul style="list-style-type: none"> • Percentage of DEI KPIs achieved in the DEI strategic plan <p>Learning and Development</p> <ul style="list-style-type: none"> • <i>See outcomes under “Learning and Development”</i>
Category 2: Leadership and Accountability	
<p>Executive Participation</p> <ul style="list-style-type: none"> • Percentage of executive leaders assigned DEI KPIs • Percentage of KPIs assigned to executive leaders related to DEI • Percentage of executive leaders participating on a DEI council • Percentage of executive leaders participating in an ERG • Percentage of executive leaders sponsoring an ERG • Percentage of executive leaders attending in DEI events • Number of DEI events attended by executive leaders <p>Regional/Divisional Participation</p> <ul style="list-style-type: none"> • Percentage of regional/divisional leaders assigned DEI KPIs • Percentage of KPIs assigned to regional/divisional leaders related to DEI • Percentage of regions/divisions with a DEI strategic plan and/or dashboard • Percentage of regional/divisional leaders participating on a DEI council • Percentage of regional/divisional leaders attending in DEI events • Number of DEI events attended by regional/divisional leaders 	<p>Executive Participation</p> <ul style="list-style-type: none"> • Percentage of DEI KPIs achieved by executive leaders • Percentage of DEI incentives achieved by executive leaders • Percentage of executive leaders that have achieved DEI KPIs • Percentage of executive leaders that have achieved DEI incentives <p>Executive Participation</p> <ul style="list-style-type: none"> • Percentage of DEI KPIs achieved by regional/divisional leaders • Percentage of DEI incentives achieved by regional/divisional leaders • Percentage of regional/divisional leaders that have achieved DEI KPIs • Percentage of regional/divisional leaders that have achieved DEI incentives

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OUTPUTS	OUTCOMES
Category 3: Structure and Implementation	
<p>DEI Program</p> <ul style="list-style-type: none"> • No. of DEI FTEs • No. of DEI FTEs by region/division • No. of regions/divisions with a DEI strategic plan • No. of regions/divisions with a DEI scorecard • No. of regions/divisions with a DEI council • Amount of DEI budget <p>Culture</p> <ul style="list-style-type: none"> • No. of DEI events <ul style="list-style-type: none"> ○ Celebrations ○ Courageous conversations ○ Inclusive dialogues ○ Town halls ○ Forums ○ No. of participants in DEI events 	<p>Culture: Employee Satisfaction and Engagement</p> <ul style="list-style-type: none"> • Percentage of employees that “strongly agree” or “agree” they are satisfied • Percentage of employees that “strongly agree” or “agree” they are engaged • Employee Engagement Survey overall score or index <p>Culture: Inclusion and Belonging</p> <ul style="list-style-type: none"> • Percentage of employees that “strongly agree” or “agree” they feel included • Percentage of employees that “strongly agree” or “agree” they feel like they belong • Inclusion and Belonging survey overall score or index (e.g., Intrinsic Inclusion) <p>Culture: Net Promoter Score (NPS)</p> <ul style="list-style-type: none"> • Percentage of employees who would recommend the organization to others for employment • Percentage of employees who would recommend the organization’s products/services/programs to others <p>Legal and Compliance</p> <ul style="list-style-type: none"> • Number of diversity-related lawsuits • Amount spent settling or defending diversity-related lawsuits • Number of EEOC or DEI-related complaints

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Category 4: Recruitment	
<p>Recruiting, Sourcing and Hiring</p> <ul style="list-style-type: none"> • Percentage of diverse interview panels • Percentage of diverse interview slates • No. of diverse recruiting partnerships (e.g., National Society of Black Engineers, Society of Hispanic Professional Engineers, Society of Women Engineers, etc.) • Percentage of diverse candidates in total pool • Percentage of diverse candidates receiving interviews • Percentage of diverse candidates receiving offers • Percentage of diverse candidates accepting offers <p>Policies and Practices</p> <ul style="list-style-type: none"> • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<p>Recruiting, Sourcing and Hiring</p> <ul style="list-style-type: none"> • Percentage of diverse candidates hired by level (i.e., entry-level, mid-level, senior level, executive level)

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Category 5: Advancement and Retention	
<p>Representation</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed and/or audited No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable <p>Mobility</p> <ul style="list-style-type: none"> Percentage of diverse employees applying for internal positions Percentage of diverse employees being interviewed for internal positions <p>Mentorship/Sponsorship</p> <ul style="list-style-type: none"> Number of diverse employees assigned a mentor/sponsor Number of managers assigned a mentee Number of executives and senior leaders assigned a mentee <p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<p>Representation</p> <ul style="list-style-type: none"> Percentage of diverse employee representation by level (i.e., entry-level, mid-level, senior level, executive level, board level) <p>Mobility</p> <ul style="list-style-type: none"> Percentage of diverse employees being selected for internal positions <p>Retention</p> <ul style="list-style-type: none"> Diverse employee retention rate by tenure (i.e., one-year, two to three years, four to five years, six or more years) Diverse employee retention rate by level (i.e., entry-level, mid-level, senior level, executive level, board level) <p>Advancement and Promotion</p> <ul style="list-style-type: none"> Percentage of diverse employees advanced and promoted by level (i.e., entry-level, mid-level, senior level, executive level) <p>Turnover</p> <ul style="list-style-type: none"> Diverse employee voluntary and involuntary turnover rate by tenure (i.e., one-year, two to three years, four to five years, six or more years) Diverse employee voluntary and involuntary turnover rate by level (i.e., entry-level, mid-level, senior level, executive level, board level)

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OUTPUTS	OUTCOMES
Category 6: Job Design, Classification and Compensation	
<p>Talent and Performance Management</p> <ul style="list-style-type: none"> Percentage of diverse employees representing a performance evaluation gap <p>Compensation</p> <ul style="list-style-type: none"> Percentage of diverse employees representing a pay equity gap <p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<p>Talent and Performance Management</p> <ul style="list-style-type: none"> Percentage of diverse employees designated as high potential Percentage of diverse employees designated as a successor or a successor slate Performance scores for diverse employees Reductions in performance evaluation gaps <p>Compensation</p> <ul style="list-style-type: none"> Reductions in performance pay equity gaps
Category 7: Work, Life Integration, Flexibility and Benefits	
<p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<ul style="list-style-type: none"> Reductions in work, life integration, flexibility and benefits equity gaps

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ORGANIZATIONAL DEI METRICS: BRIDGING

OUTPUTS	OUTCOMES
Category 8: Assessment, Measurement and Research	
<ul style="list-style-type: none"> No. of types of assessments (e.g., employee experiences, management practices, organizational policies) Frequency of assessments 	<p>Employee Experiences</p> <ul style="list-style-type: none"> See outcomes for “Culture” <p>Management Practices and Organizational Policies</p> <ul style="list-style-type: none"> See outcomes for “Recruiting, Sourcing and Hiring” See outcomes for “Representation” See outcomes for “Advancement and Promotion” See outcomes for “Talent and Performance Management” See outcomes for “Compensation” See outcomes for “Learning and Development”
Category 9: Communications	
<ul style="list-style-type: none"> Posts/reposts of DEI-related content on online (e.g., intranet, website, social media) Traffic/hits to internal DEI-related page(s) (e.g., intranet) Traffic/hits to external DEI-related page(s) (e.g., website) Downloads of DEI annual reports See outputs under “Vision, Strategy and Business Impact” -> “Thought Leadership and Recognitions” 	<ul style="list-style-type: none"> Brand reputation Brand image Brand awareness

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ORGANIZATIONAL DEI METRICS: BRIDGING

OUTPUTS	OUTCOMES
Category 10: Learning and Development	
<ul style="list-style-type: none"> No. of DEI learning and development courses offered Percentage of learning and development courses related to DEI Percentage of employees completing DEI learning and development Percentage of managers completing DEI learning and development Percentage of executives completing DEI learning and development <p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<ul style="list-style-type: none"> No. of DEI learning and development courses offered Percentage of learning and development courses related to DEI Percentage of employees completing DEI learning and development Percentage of managers completing DEI learning and development Percentage of executives completing DEI learning and development <p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable
Category 11: Sustainability	
<p>Policies and Practices</p> <ul style="list-style-type: none"> No. of DEI policies/practices reviewed or audited No. of inclusive policies and practices No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable 	<ul style="list-style-type: none"> Reductions in sustainability gaps among the 5 P's (People, Planet, Prosperity, Peace, Partnership) and/or ESG (Environmental, Social and Corporate Governance)

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ORGANIZATIONAL DEI METRICS: EXTERNAL (COMMUNITY)

OUTPUTS	OUTCOMES
<p>Category 12: Community, Government Relations and Philanthropy</p>	
<ul style="list-style-type: none"> No. of community, government and philanthropic partnerships Percentage of community, government and philanthropic partnerships explicitly centered on DEI Time (e.g., paid time and volunteer time) and money invested in community, government and philanthropic organizations/initiatives Percentage of time and money invested in community, government and philanthropic organizations/initiatives explicitly centered on DEI 	<ul style="list-style-type: none"> Community, government and philanthropic outcomes resulting from partnerships Social and economic return on investments

ORGANIZATIONAL DEI METRICS: EXTERNAL (MARKETPLACE)

OUTPUTS	OUTCOMES
<p>Category 13: Product, Service and Program Development</p>	
<ul style="list-style-type: none"> No. of products, services and/or programs developed with DEI principles 	<ul style="list-style-type: none"> Engagement with diverse customers Market expansion to diverse customers New and/or innovative products, services and programs
<p>Category 14: Marketing and Customer Service</p>	
<ul style="list-style-type: none"> No. of customer engagement and outreach initiatives related to DEI No. of marketing initiatives related to DEI Percentage of regions/divisions with marketing initiatives related to DEI No. of product, service and program development strategies related to DEI 	<ul style="list-style-type: none"> Engagement with diverse customers Market expansion to diverse customers New and/or innovative products, services and programs

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ORGANIZATIONAL DEI METRICS: EXTERNAL (MARKETPLACE & COMMUNITY)

OUTPUTS	OUTCOMES
Category 15: Responsible Sourcing	
<p>Responsible and Ethnical Sourcing</p> <ul style="list-style-type: none"> Percentage of Tier 1 suppliers explicitly committed to DEI, sustainability, ethnical behavior and/or Fair Trade Percentage of Tier 2 suppliers explicitly committed to DEI, sustainability, ethnical behavior and/or Fair Trade <p>Supplier Diversity</p> <ul style="list-style-type: none"> Percentage of Tier 1 diverse suppliers Percentage of Tier 2 diverse suppliers 	<p>Responsible and Ethnical Sourcing</p> <ul style="list-style-type: none"> Percentage of Tier 1 spend with suppliers explicitly committed to DEI, sustainability, ethnical behavior and/or Fair Trade Percentage of Tier 2 spend with suppliers explicitly committed to DEI, sustainability, ethnical behavior and/or Fair Trade <p>Supplier Diversity</p> <ul style="list-style-type: none"> Percentage of Tier 1 diverse spend Percentage of Tier 2 diverse spend Percentage of Tier 1 spend with suppliers with diverse leadership and/or employees Percentage of Tier 2 spend with suppliers with diverse leadership and/or employees Amount of Tier 1 diverse spend Amount of Tier 2 diverse spend Increased efficiencies (i.e., timeliness, cost savings, etc.) Improved effectiveness (i.e., new or innovative products/services, etc.)

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OUTPUTS	OUTCOMES
Cross-Cutting: Employee Resource Groups (ERGs)	
<p>ERG Participation</p> <ul style="list-style-type: none"> No. of ERGs Percentage of employees in one ERG Percentage of employees in two ERGs Percentage of employees in three ERGs Percentage of employees in four or more ERGs <p>ERG Funding</p> <ul style="list-style-type: none"> Total budget for each ERG Total budget for ERGs <p>ERG Community, Government and Philanthropic Impact</p> <ul style="list-style-type: none"> No. of community and philanthropic partnerships Percentage of community and philanthropic partnerships explicitly centered on DEI Time (e.g., paid time and volunteer time) and money invested in community and philanthropic organizations/initiatives Percentage of time and money invested in community and philanthropic organizations/initiatives explicitly centered on DEI <p>ERG Business, Government or Organizational Impact</p> <ul style="list-style-type: none"> No. of business unit partnerships Time and effort investment in business unit partnerships 	<p>ERG Participation</p> <ul style="list-style-type: none"> See outcomes for “Recruiting, Sourcing and Hiring” See outcomes for “Representation” See outcomes for “Advancement and Promotion” See outcomes for “Talent and Performance Management” See outcomes for “Compensation” See outcomes for “Learning and Development” See outcomes for “Culture” <p>ERG Community, Government and Philanthropic Impact</p> <ul style="list-style-type: none"> Community outcomes resulting from partnerships Social and economic return on investments <p>ERG Business, Government or Organizational Impact</p> <ul style="list-style-type: none"> Business or organizational outcomes resulting from partnerships Financial return on investments

Note: Categories are based on the Global Diversity, Equity & Inclusion Benchmarks (GDEIB).¹

¹ <https://centreforglobalinclusion.org/gdib/>