Diversity Metrics



Barbara Frankel Senior Vice President, Executive Editor Nov. 4, 2014 For assistance dialing in to the conference, please call 888-259-8414. Basic technical assistance, (can't see slides, can't hear, etc.) use question box.

For other assistance, contact Customer Service at 973-494-0506.

Thank you!



- You may submit your questions via the web by using the text chat box on your screen.
- Simply type in your question and click send.



2014 DiversityInc Top 50 Companies for Diversity

- 1. Novartis Pharmaceuticals Corporation
- 2. Sodexo
- 3. EY
- 4. Kaiser Permanente
- 5. PricewaterhouseCoopers
- 6. MasterCard Worldwide
- 7. Procter & Gamble
- 8. Prudential Financial
- 9. Johnson & Johnson
- 10. AT&T
- 11. Deloitte
- 12. Accenture
- 13. Abbott
- 14. Merck & Co.
- 15. Cummins
- 16. Marriott International
- 17. Wells Fargo

- 18. Cox Communications
- 19. Aetna
- 20. General Mills
- 21. KPMG
- 22. Target
- 23. IBM
- 24. ADP
- 25. New York Life
- 26. BASF
- 27. Eli Lilly and Company
- 28. Northrop Grumman
- 29. WellPoint
- 30. Colgate-Palmolive
- 31. Kellogg Company
- 32. Dell
- 33. The Coca-Cola Company
- 34. The Walt Disney Company
- 35. Kraft Foods Group

- 36. TIAA-CREF
- 37. Allstate Insurance Company
- 38. Toyota Motor North America
- 39. Wyndham Worldwide
- 40. Rockwell Collins
- 41. Medtronic
- 42. Time Warner
- 43. Verizon Communications
- 44. Comcast
- 45. TD Bank
- 46. Monsanto
- 47. KeyCorp
- 48. JCPenney
- 49. AbbVie
- 50. Nielsen

Difference Between Dashboard and Scorecard

- A scorecard is a report that displays KPIs (Key Performance Indicators) with performance targets
 - Shows progress over time
- A dashboard shows scorecard info with other items, reports, charts and grids
 - Comprehensive snapshot of the momemnt

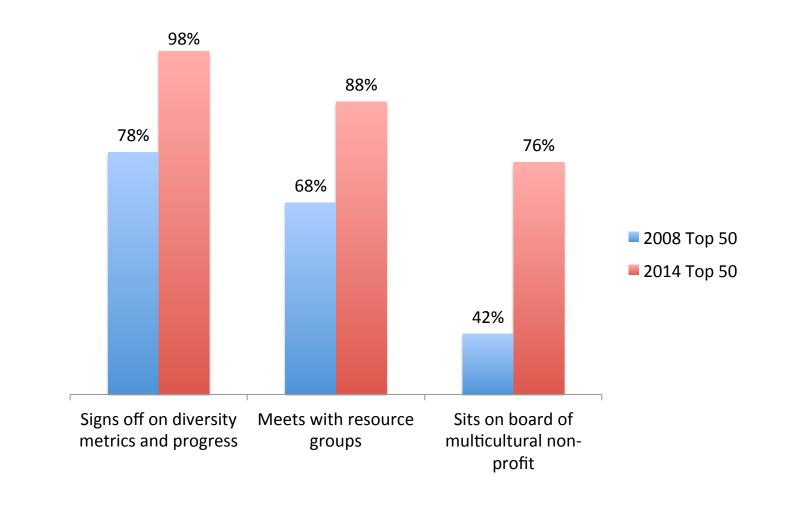


Best Practices Measuring Progress/Scorecards

- Progress beyond workforce representation
- Review the format annually and edit as business goals change
- Get senior leadership buy-in
- Simple is better (3-5 key indicators)
- Share the knowledge downstream
- Don't ignore groups hard to track (LGBT, PwD)
- Use the scorecard to forecast against goal

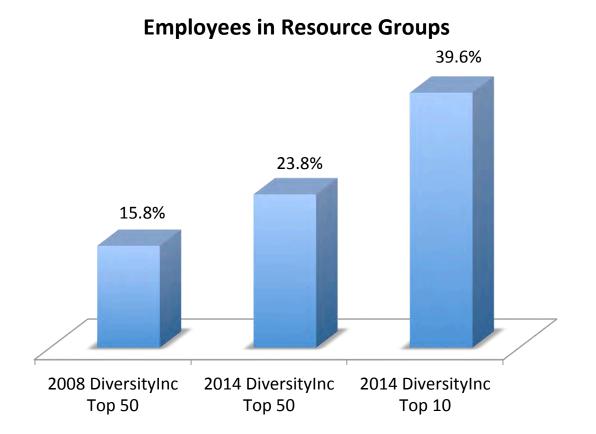


CEO/Senior Leadership Best Practices



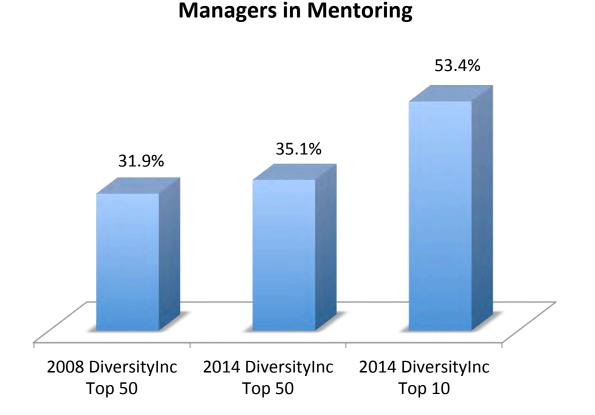


Top 50 Best Practice: Resource Group Participation





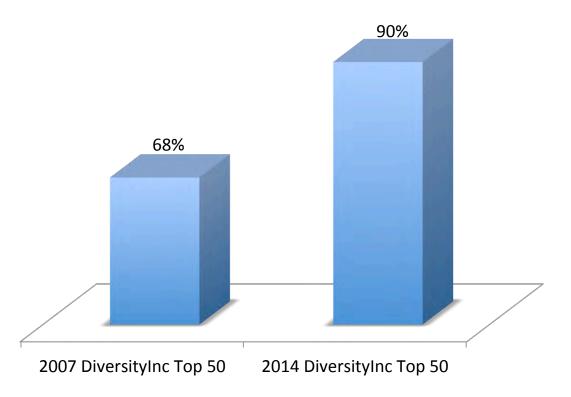
Top 50 Best Practice: Mentoring Participation



Diversity Inc TOP 50 COMPANIES FOR DIVERSITY

Top 50 Best Practice: Measuring Supplier Diversity

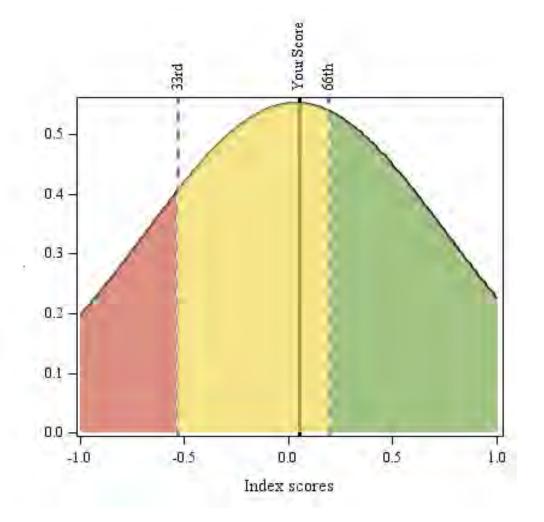
Supplier Diversity Tracks Tier-II







Talent Pipeline



The Histogram shows the distribution of the

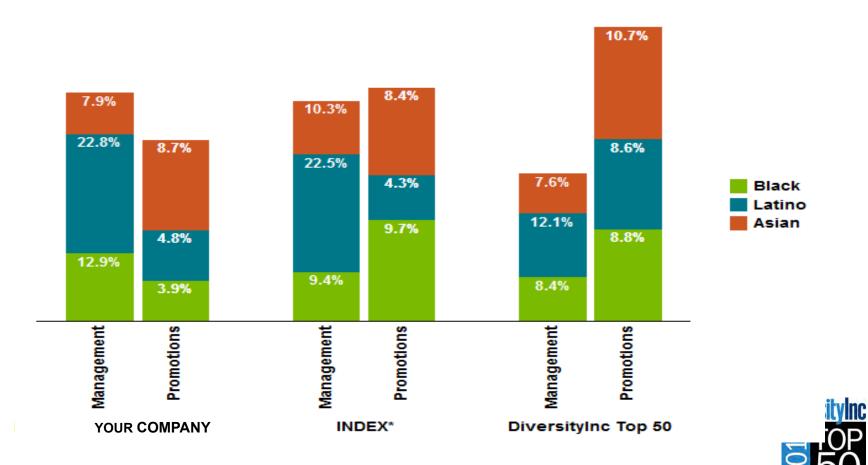
standardized scores in the **Talent Pipeline** section for the TOP 50 Companies.

Your score is indicated by the solid reference line and displays how well your company performs versus the TOP 50 Companies in this section.





Management vs. Promotions In Management: Women Race/Ethnicity







Evolution of diversity metrics at Wells Fargo

Kathy Russell

Vice President, Enterprise Diversity & Inclusion – Strategy & Integration team

Stephanie Smith

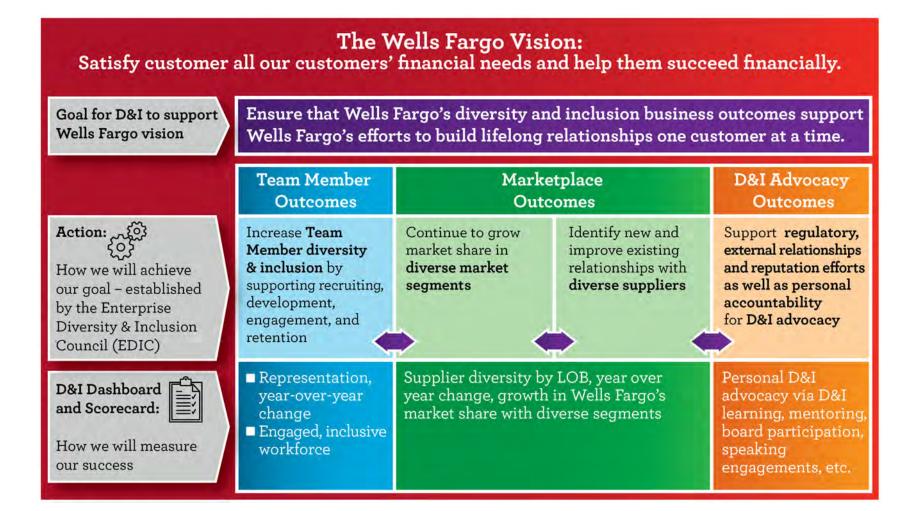
Executive Vice President, Enterprise Marketing – Strategy & Customer Segment Leader

November 4, 2014

Together we'll go far

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Our Diversity & Inclusion strategic framework

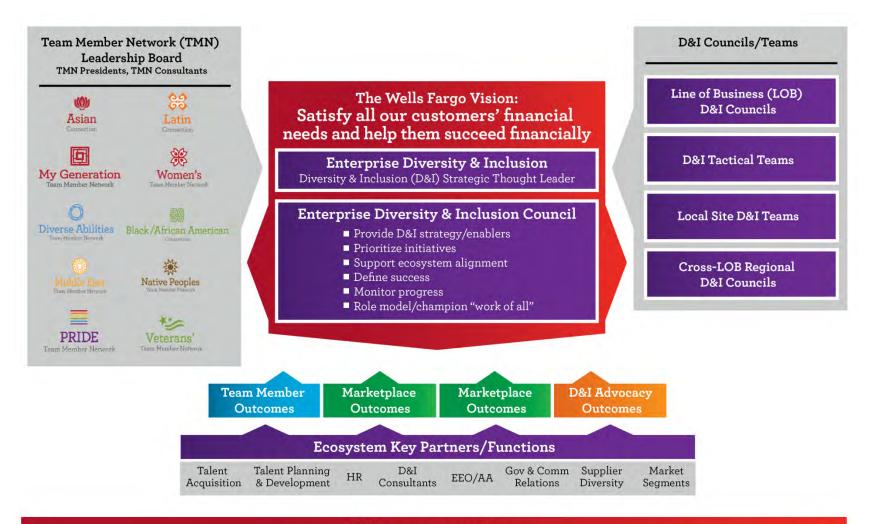


Diversity and Inclusion reporting tools

Merger integration	Transition & Align	Accelerate	Shared Ownership
2010-2011	2012-2013	2014	2015
 Implemented enterprise workforce demographics reporting Formalized diversity reporting Presented current state analysis to Operating Committee 	 Created Enterprise Strategy and launched D&I Scorecard and goals Aligned metrics and goals to strategic pillars Incorporated marketplace metrics 	 Launched Scorecard 2.0 initiative to refine goals and metrics Implemented incremental enhancements and plan/socialize changes for 2015 cycle Launch Dashboard 	 Integrating D&I into the business Building an inclusive culture Growing & developing talent pipeline Telling story of impact

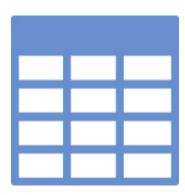
	Scorecard	Dashboard
Purpose	Performance Management tool	Communication tool
Frequency	Quarterly 2 formal reviews per year	Quarterly Launched Q3 2014
Audience	Operating Committee	Management Committee (Includes Operating Committee)

Mobilizing the Diversity & Inclusion Ecosystem



All team members

The D&I Scorecard process is embedded into our overall diverse segment approach



Diversity & Inclusion Scorecard

- Support from the top: CEO and senior executives
- Input from multiple business functions: Marketing, Sales, Product Development, and Analytics
- Starting point for more detailed strategic discussions: D&I Scorecard metrics leads to more questions
- Basis for additional communications:
 dashboards and newsletters

Success of a D&I Scorecard begins with executive management commitment

Senior leaders:



Help shape the business metrics



Recognize importance of diverse segments to business growth

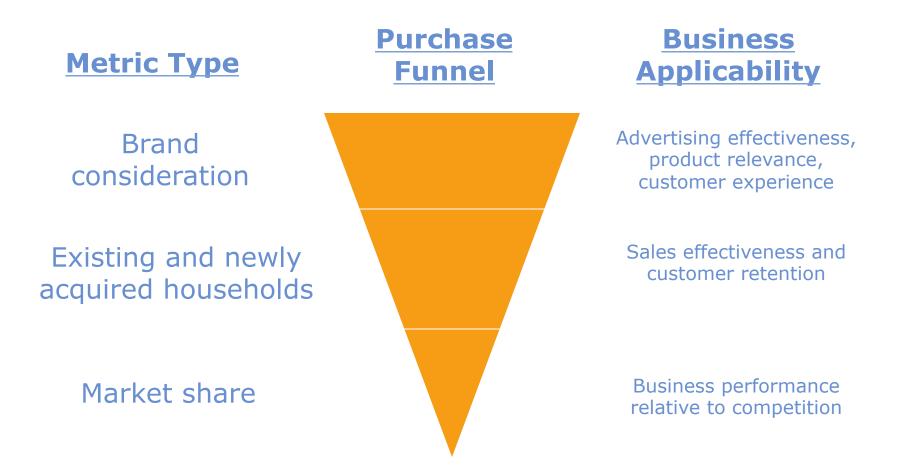


Committed to measuring and improving performance

Insightfulness of metrics is magnified through input from multiple stakeholders

Marketing	Sales
 Significant Wells Fargo and competitive marketing campaigns Competitive advertising spend Local market strength and weaknesses Insights from day to day work 	 Market dynamics and significant changes Impact of competitor sales strategies Changes in segment behavior
Product Development	Analytics
	Analytics

The metrics selected provides a high level view of the purchase funnel



The scorecard process does not end with the publication of the scorecard

The scorecard starts discussions on how we can better serve diverse customers



Where do we go from here?

- This is just the beginning of our journey
- We've made significant progress and have great support and commitment from leaders across Wells Fargo
- We will continue to enhance our metrics and goals to accelerate progress
- We will continue to improve the connection we make between metrics and drivers impacting the metrics
- As an organization, we will continue to use the D&I Scorecard as a rallying point to hold us accountable for business progress



DIVERSITYINC PRESENTATION NOVEMBER 4, 2014

Our Core Values Are More Than Just Goals



They reflect the way we work and how we operate every day – with our customers, with our partners from around the world, and in the communities in which we operate.



Committed to Zero



We have over **60,000** employees in more than **90** countries working collaboratively to solve some of the world's greatest challenges.

Our Areas of Focus

As the global population climbs up to 9 billion people in 2050, DuPont uses its science-powered innovation to help solve the challenges facing the world, with a focus on:

FOOD ENERGY PROTECTION

OUPOND

DuPont 2013 Segment Sales





2014 Goals



Metric	2014 Goal
Representation for Women globally, African Americans, Asians and Hispanics in the US	 Set goals for woman globally Set Goals for Asians, black and Hispanics
Promotions	 Set goals for promotions within pool 1,2 or 3 Set goals for promotions into pools 1 and 2
External Hiring	 Set goals for hiring for woman globally and Asian, Black and Hispanics in the US



Leadership	Expectations
OCE	 Drive focus to D&I outcomes by setting expectations for the operating team and review results quarterly Hold OT accountable for results
ОТ	 Review overall results and determine, collectively, if any additional focus is required to achieve outcomes
BU/Function/ Region leader	 Lead actions to drive results by reviewing promotions, transfers and external hires quarterly starting with entry level professionals (SGL 7+). Create COT for all managers that they strive for diverse slates and develop underrepresented minorities whatever that definition is in their region.
Managers	 Focus attention on D&I and communicate commitment, benefits and deliver on hiring and promotion expectations



2014 External Full Service Hiring – Global Gender (YTD) Quarterly Report

Actual	А	P	EMEA		L	A	N	A	То	Total	
numbers	F	М	F	М	F	М	F	М	F	М	TOTAL
SGL 0 - 6											
SGL 7 - 10											
SGL 11 - 14											
SGL 15+											
Total											

Doroontogo	A	P	EM	IEA	L	.Α	N	Α	Total		
Percentage	F M		F	М	F	F M		F M		М	
SGL 0 - 6											
SGL 7 - 10											
SGL 11 - 14											
SGL 15+											
Total											



2014 External Full Service Hiring – U.S. POC (YTD) Quarterly

numbers	А	В	Н	0	W	Total
SGL 0 - 6						
SGL 7 - 10						
SGL 11 - 14						
SGL 15+						
Total						

Percentages	Α	В	Н	0	W	POC
SGL 0 - 6						
SGL 7 - 10						
SGL 11 - 14						
SGL 15+						
Total						

A = Asian

B = Black

H = Hispanic

O = American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, Two or more races, Unknown (other)

W = White

POC = Person of Color

XQ2014 Promotions vs Representation – Global Gender



PROMO	PROMOTIONS																				
	0	FFICE	RS			Ро	ol 1	Pool 2							Pool 3						
	SGL 19+ SGL					SGL	15-18				SGL 11-14						SGL 7	7-10			
	Promotions Into			Promotions Within			Promotions Into		Pr	omoti Withi		Pr	Promotions Into		Promotions Within		Pr	Promotions Into			
	м	F	% F	м	F	% F	м	F	% F	м	F	% F	м	F	% F	м	F	% F	м	F	% F
AP																					
CA																					
EMEA																					
LA																					
US																					
Asian																					
Black																					
Hispanic																					
White																					
Others																					
Total																					

REPRES	ENT	ATIC	N						
AP									
CA									
EMEA									
LA									
US									
Asian									
Black									
Hispanic									
White									
Others									
Total									

XQ2014 Promotions vs Representation – US Minority



PROMOTI	ONS							
	OFFICERS	Po	ol 1	Po	ol 2	Pool 3		
	SGL 19+	SGL 1	15-18	SGL 1	11-14	SGL 7-10		
	Promotions							
	Into	Within	Into	Within	Into	Within	Into	
US								
Asian								
% Asian								
Black								
% Black								
Hispanic								
% Hispanic								
White								
Others								

REPRESEN	TATION			
US				
Asian				
% Asian				
Black				
% Black				
Hispanic				
% Hispanic				
White				
Others				

- January 27 Building a Talent Pipeline
- February 3 Black History Month Cultural Competency
- February 25 Employee Resource Groups
- March 3 Women's History Month Cultural Competency
- March 24 Equitable Talent Development/Succession Planning
- April 14 Global Diversity
- May 5 Asian-Pacific Heritage Month Cultural Competency
- May 19 CEO Commitment
- June 2 LGBT Pride Month Cultural Competency
- June 23 DiversityInc Top 50 Best Practices



Please contact customer service at webseminars@diversityinc.com

Thank You for Attending the Web Seminar

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- The presentation will be available approximately 72 hours after this event
- Questions? Call (973) 494-0506

