

Diversity Scorecards & Dashboards



Chris Johnson
Humana
Director, Inclusion
& Diversity



Matthew First
Dow
Global I&D Insights
& Analytics Leader



Dana Green
Toyota
Diversity & Inclusion
Regional
Engagement



Dana Noweder
DiversityInc
Senior Manager,
Client Fulfillment

Resources

For technical assistance:

If you can't see slides, can't hear, etc., please use the text-chat box in the bottom right-hand corner of your screen.

For non-technical issues:

Please contact Customer Service at 973-494-0506.

You may submit your questions via the “Questions Pane”

Please use the questions pane to enter and submit questions for the speakers.

For those in need of captioning services:

There is a link in the chat that will direct you to a page for live captioning.

This presentation and recap will be available for download in 72 business hours. If you have questions, email us at customerservice@diversityinc.com.

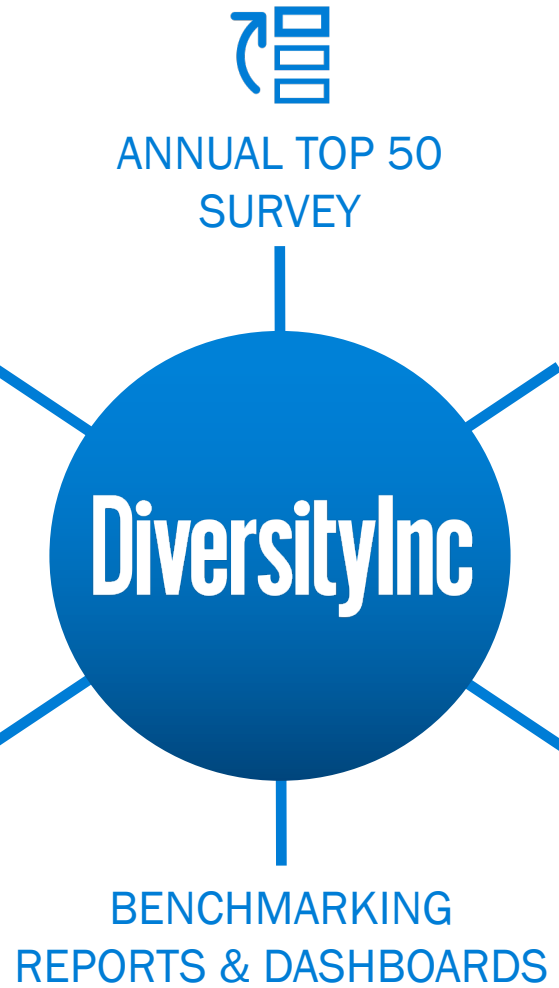
What We Do



CONSULTING &
STRATEGIC ADVISORY
SERVICES



LEADERSHIP
DEVELOPMENT
& TRAINING



ANNUAL TOP 50
SURVEY



EMPLOYER
BRAND
MANAGEMENT



VIRTUAL &
LIVE EVENTS

BENCHMARKING
REPORTS & DASHBOARDS



DiversityInc Top 50 Hall of Fame

2019



No. 1 2019

2018



No. 1 2018

2017



No. 1 2017

2016



No. 1 2016

2015/2014



No. 1 2015-2014

2013



No. 1 2013

2012



No. 1 2012

2020 Top 50 Companies for Diversity



- | | | |
|--------------------------------|--------------------------------|---------------------------------------|
| 1. Marriott International | 18. TD Bank | 35. KeyBank |
| 2. Hilton | 19. AbbVie | 36. Colgate-Palmolive |
| 3. Eli Lilly and Company | 20. Nielsen | 37. Randstad |
| 4. ADP | 21. The Hershey Company | 38. AIG |
| 5. Accenture | 22. Dow | 39. Ecolab Inc. |
| 6. Mastercard | 23. Aramark | 40. U.S. Bank |
| 7. Comcast NBCUniversal | 24. CVS Health | 41. JCPenney |
| 8. Abbott | 25. Humana | 42. Cigna |
| 9. TIAA | 26. Southern Company | 43. HP Inc. |
| 10. Toyota Motor North America | 27. The Boeing Company | 44. McCormick & Company |
| 11. Wells Fargo | 28. Sanofi U.S. | 45. Moody's Corporation |
| 12. KPMG | 29. Exelon Corporation | 46. United Airlines Holdings |
| 13. Target | 30. General Motors | 47. AstraZeneca |
| 14. BASF | 31. Allstate Insurance Company | 48. HSBC |
| 15. Northrop Grumman | 32. Walmart Inc. | 49. Centene Corporation |
| 16. Procter & Gamble | 33. Medtronic | 50. Capital One Financial Corporation |
| 17. Cox Communications | 34. The Kellogg Company | |

Top Noteworthy Companies

(alphabetically)



- Ally Financial
- American Family Insurance
- American Water
- AmerisourceBergen
- Asurion
- BBVA
- Becton Dickinson
- Best Buy
- Cardinal Health
- Citizens Financial Group
- Flagstar Bank
- Guidehouse
- Herman Miller
- Hillrom
- Honda North America
- International Flavors & Fragrances
- Johnson Controls
- Kohl's
- Linde
- MUFG Union Bank, N.A.
- Nutrien
- Owens Corning
- PepsiCo
- Rockwell Automation, Inc.
- Royal Caribbean Cruises Ltd.
- State Street Corporation
- Tata Consultancy Services
- Ulta Beauty
- Ultimate Software
- Unisys Corporation
- Walgreens
- Wyndham Hotels and Resorts

2021 DiversityInc Top 50 Companies for Diversity Competition



SURVEY
DEADLINE:
March 26, 2021

NEW FEATURES for 2021:

- **Reorganized modules** to correspond with organizational functions
- A **modular design** breaking assessment into smaller chunks
- Accessible to **multiple individuals at the same time**
- **Progress and completion rates** for each of the modules
- **Upload feature** for human capital metrics

Participation is FREE:

Additionally, every participating company receives a [FREE report card](#), detailing their performance versus all competitors' overall performance.

Diversity Scorecards and Dashboards

Principles for Scorecard / Dashboard Development:

- **Aligned** with strategy
- Clearly **shows progress** relative to goals
- **Tailored** to audience
- **Focuses on process** not just outcomes
- **Refreshed**/reviewed often
- **Metrics** are tied to compensation



Areas of Focus – What to Track and Measure

Overall Representation

- Management by level
- Special populations (veterans, people with disabilities, LGBTQ+)
- Organizational divisions
- Board(s) of Directors

Hiring and Promotions

Turnover

Talent Development

- Mentoring
- Sponsorship
- High Potentials/Succession Planning

Engagement

Inclusion/Belonging



Specific Metrics

% Women of Color (WOC)

- Changes over time
- Difference relative to target representation

Ratios

- % WOC in Management / % WOC in Workforce
- % WOC in Senior Management / % WOC in Management
- % WOC in High Potentials / % WOC in Management

Diversity Dashboard – Summary Page

ALL DATA IS FICTIONAL

OVERALL	HEADCOUNT SCORECARD	TALENT ACQUISITION (HIRING)	TALENT DEVELOPMENT (PROMOTIONS)	MOVEMENT INTO MANAGEMENT	FLOW OF TALENT (HIRES VS. TERMS)	ATTRITION (TERMS)
GLOBAL FEMALES	-0.06%	⬆️ 1.08%	⬆️ 2.67%	4.53%	Talent Influx	⬆️ 0.98%
US Females	-0.46%	-2.20%	⬆️ 1.67%	⬇️ 0.60%	Even Flow	⬆️ 1.68%
International Females	0.56%	⬆️ 5.32%	⬆️ 3.55%	⬆️ 9.40%	Talent Influx	⬆️ 0.53%
US WOC	-0.37%	⬇️ -1.85%	⬆️ 2.79%	⬇️ -8.24%	Even Flow	⬇️ 3.27%
Black	0.07%	0.59%	⬆️ 1.64%	⬆️ 2.78%	Talent Influx	⬆️ 0.43%
Latino	-0.10%	⬇️ -3.94%	⬆️ 1.15%	No Moves	Talent Influx	⬆️ -0.19%
Asian	-0.35%	⬆️ 0.38%	⬆️ 0.19%	No Pipeline	Talent Exit	⬇️ 6.30%

KEY	HC COMPOSITION IS	HIRING IS	PROMOTIONS ARE	FLOW OF TALENT	IS ATTRITION COMPARABLE?
	Improving	> Representative of Composition	Proportionate to the presence of Diverse Talent in HC	Influx Hires > Terms	Comparable to Majority
	Being Maintained	Just Representative	< Proportionate by 1%	Even Flow Hires comparable to Terms	2 - 3% > Majority Attrition
	Declining	< Representative	< Proportionate by 1+%	No Diverse Talent in Feeder Pool / No Pipeline Exit Hires < Terms	3+% > Majority Attrition

Diversity Scorecards & Dashboards



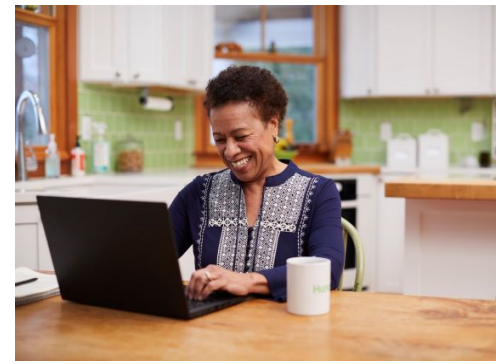
Chris Johnson

Humana

Director, Inclusion
and Diversity

Inclusion & Diversity

Sample Scorecards/Dashboards



Humana Leadership Representation as of February 2021

Executive (VP and above)

	Female	POC
Insights	xx%	xx%
Challenges	xx%	xx%
Trends	xx%	xx%

	2019	2020	Feb 2021
White	xx%	xx%	xx%
Black/AA	xx%	xx%	xx%
Hispanic or Latino	xx%	xx%	xx%
Asian	xx%	xx%	xx%
Native American	xx%	xx%	xx%
Native Hawaiian	xx%	xx%	xx%
Two or more races	xx%	xx%	xx%
No information	xx%	xx%	xx%

Senior Management (Director/Equivalent)

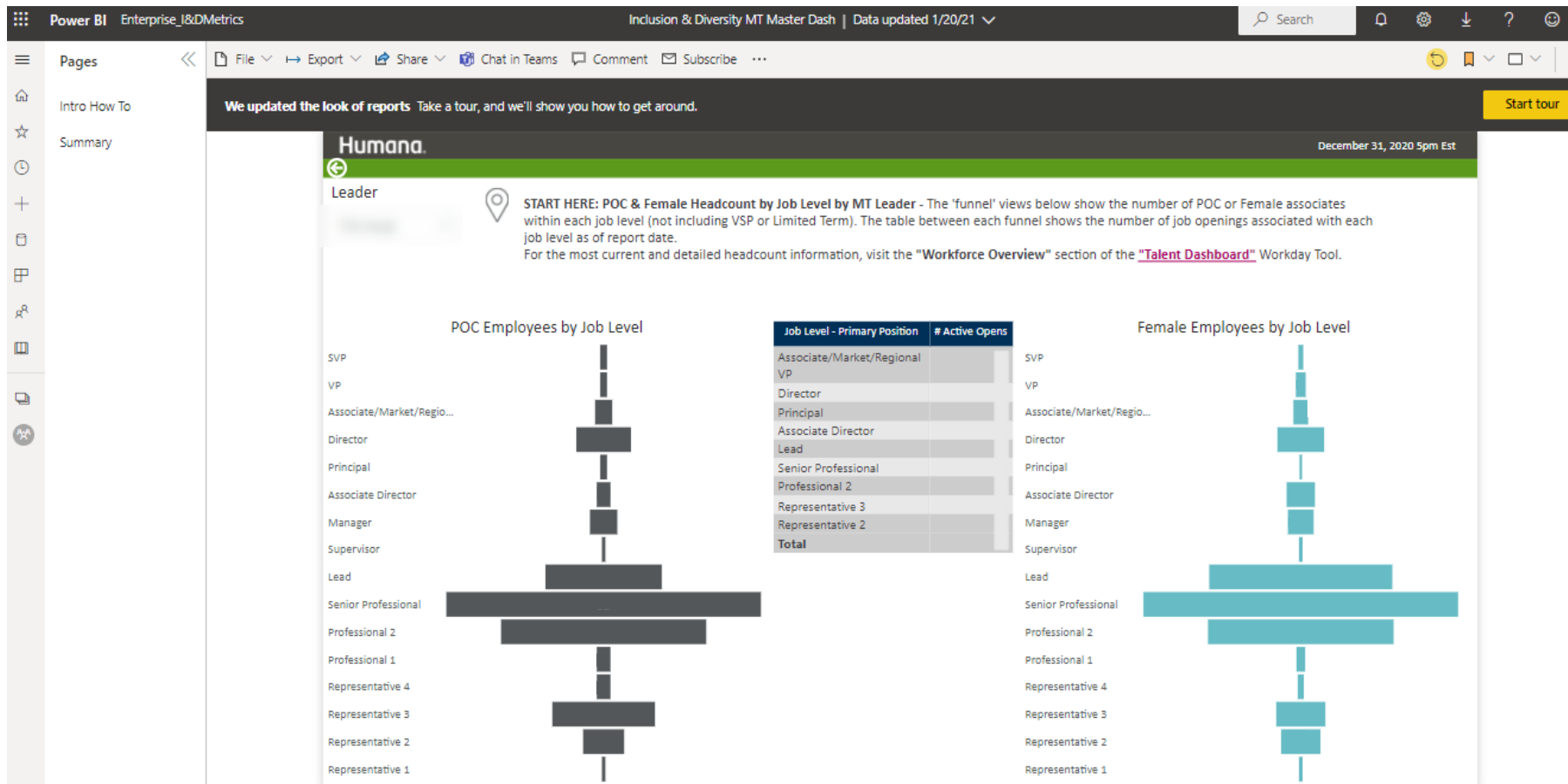
	Female	POC
Insights	xx%	xx%
Challenges	xx%	xx%
Trends	xx%	xx%

	2019	2020	Feb 2021
White	xx%	xx%	xx%
Black/AA	xx%	xx%	xx%
Hispanic or Latino	xx%	xx%	xx%
Asian	xx%	xx%	xx%
Native American	xx%	xx%	xx%
Native Hawaiian	xx%	xx%	xx%
Two or more races	xx%	xx%	xx%
No information	xx%	xx%	xx%

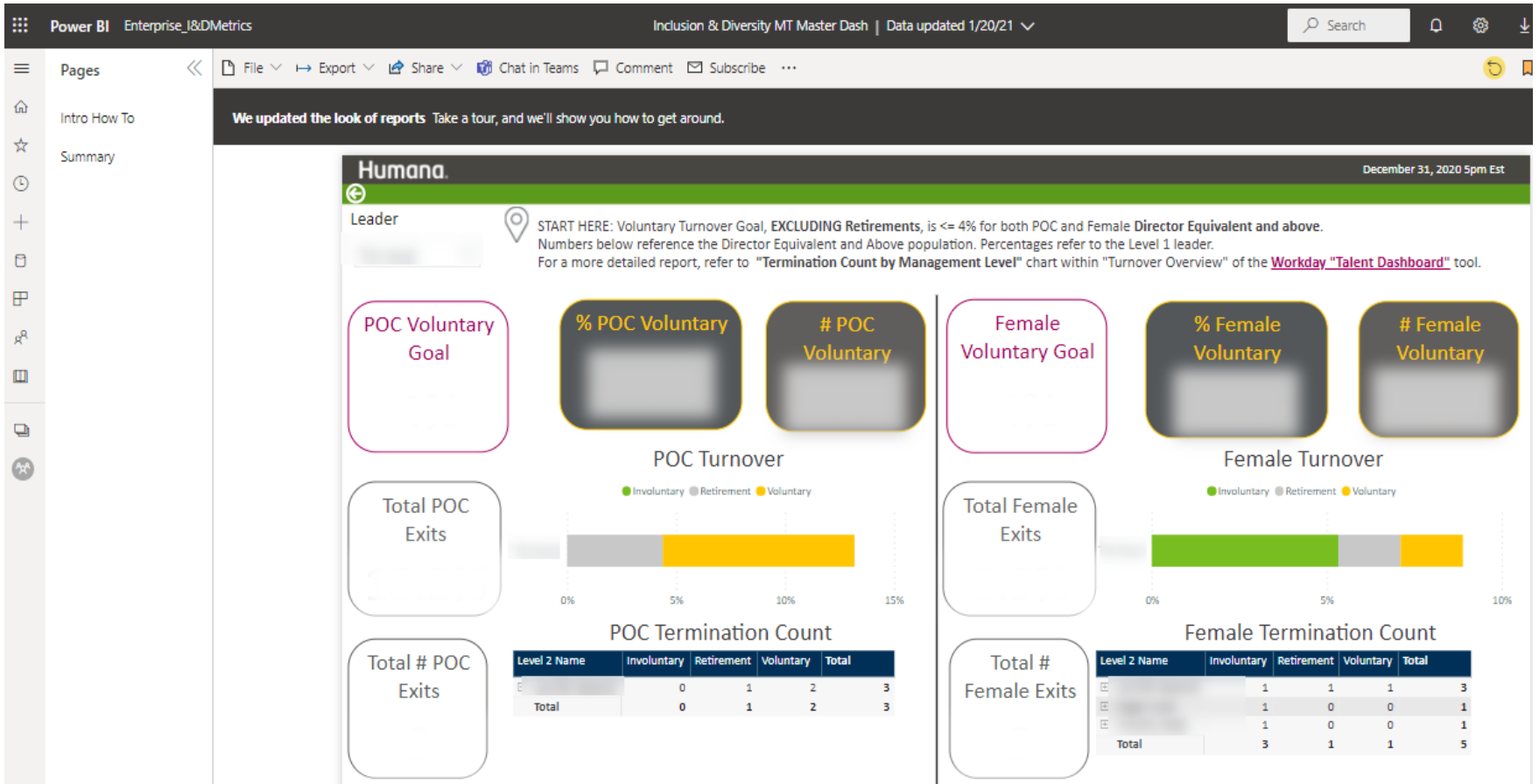
2020 I&D Scorecard: Company Level

Inclusion Index	*Hiring/Promotion			*Retention (Voluntary Turnover)			Disrupting Everyday Bias Workshop (DEB)			Managers in Mentoring		
Inclusion Index Associate Experience Survey 2020 Goal: xxx%	Senior Management 2020 Goal: POC: xx% Female: xx%			Senior Management 2020 Goal: POC: xx% Female: xx%			Senior Leadership Completion Rate 2020 Goal; 80% attendance			% of Leaders in Mentoring 2020 Goal: All Leaders: 32% POC Leaders: 38%		
August 2020	March '20	June '20	Dec '20	March '20	June '20	Dec '20	March '20	June '20	Dec '20	March '20	June '20	Dec '20
Associate Engagement Survey xx %	POC xx%	xx%	xx%	POC xx%	xx%	xx%	36%	42.7%	94%	All xx%	xx%	xx%
<u>Definition</u>	<u>Definition</u>			<u>Definition</u>			<u>Definition</u>			<u>Definition</u>		
<ul style="list-style-type: none"> Inclusion Index % favorable goals set at the MT level. Continuous listening survey administered throughout the year provides directional guidance. 	<ul style="list-style-type: none"> External hiring and internal promotion goals set at the organizational level. 			<ul style="list-style-type: none"> Voluntary Turnover goals set at the organizational level. 			<ul style="list-style-type: none"> DEB workshop participation goals 			<ul style="list-style-type: none"> Mentoring goals set at the MT level. Focus is on managers engaged as a mentee or mentor with intentional focus on diversity 		
<u>Performance:</u>	<u>Performance:</u>			<u>Performance:</u>			<u>Performance:</u>			<u>Performance:</u>		
<ul style="list-style-type: none"> Relevant insights 	<ul style="list-style-type: none"> Hiring goals met/not met 			<ul style="list-style-type: none"> Voluntary Turnover was lower than anticipated Insert relevant data insights 			<ul style="list-style-type: none"> Completion Rate goal exceeded. All organizations had a completion rate of over 92%. Add additional insights 			<ul style="list-style-type: none"> All Leader mentoring goal was exceeded/not exceed POC leader mentoring exceeded/not exceeded Challenges, insights, mitigating steps 		

Hires & Promotions: Headcount



Voluntary Exits



Movement & Hiring Reports

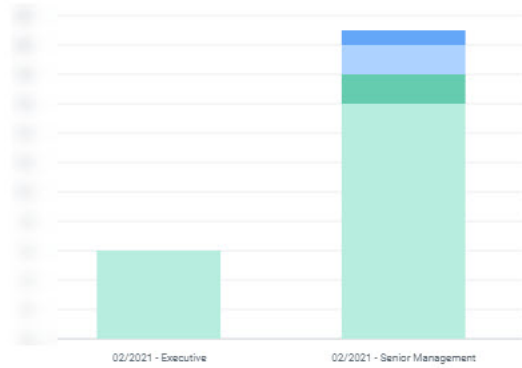
HCA - Inclusion & Diversity Dashboard

I&D Dashboard

Diversity Overview Talent Overview by Ethnicity Talent Overview by Gender **Movement & Hiring Overview** Mentorship

Supervisory Organization Supervisory Organization: Chief Executive Officer (Bruce Broussard) Include Subordinate Organizations Yes

All Job Changes by Ethnicity and Level

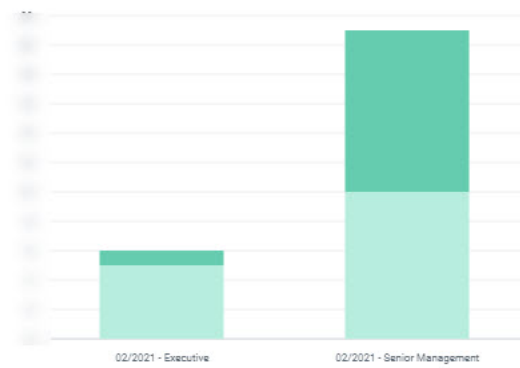


White Asian Black or African American Hispanic/Latino

#

Month-Year	New Management Level	White		Asian		Black or African American	
		#	Percent	#	Percent	#	Percent
02/2021	Executive	100	100%	0	0%	0	0%
02/2021	Senior Management	180	86%	20	11%	10	6%
Total		280	88%	20	7%	10	4%

All Job Changes by Gender and Level



Male Female

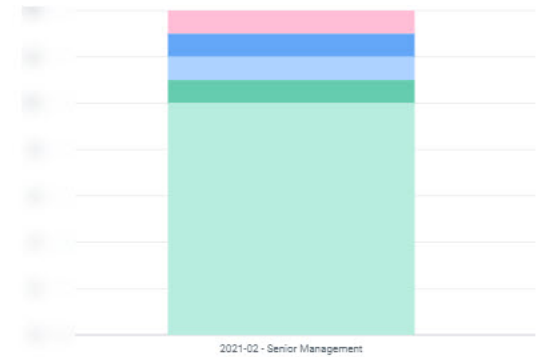
#

Month-Year	New Management Level	Male		Female		Total	
		#	Percent	#	Percent	#	Percent
02/2021	Executive	110	91%	10	8%	120	99%
02/2021	Senior Management	150	50%	150	50%	300	100%
Total		260	66%	160	34%	420	80%

Other Reports

- I&D Dash - All Data changes count by Job Level Indexed
- I&D Dash - Upward Job Level changes count Indexed
- I&D Dash - New Hires Count by Month

New Hires By Ethnicity & Level



White Asian Black or African American I do not wish to answer Two or more races



The Office of
INCLUSION & DIVERSITY

Diversity Scorecards & Dashboards



Matthew First
Dow
Global I&D Insights &
Analytics Leader

DOW ALL IN 2025 STRATEGY



MEASURES OF SUCCESS

Voice Inclusion Index, ERG Participation, Workforce Representation, Gender Representation in Leadership, Supplier Diversity Spend

DOW CORE VALUES

Integrity, Respect for People, Protecting the Planet

DOW CULTURAL ATTRIBUTES

Trust, Transparency, Empowerment, Accountability



STRATEGIC INTENT DRIVES I&D SCORECARD DESIGN

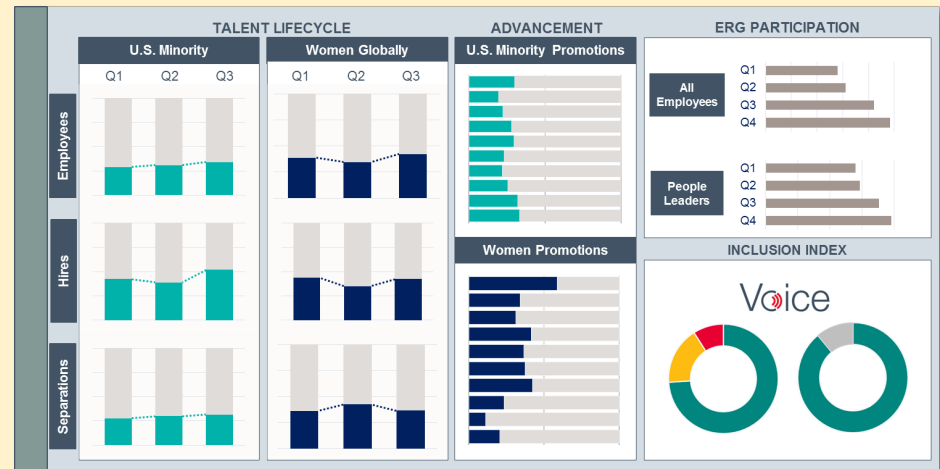
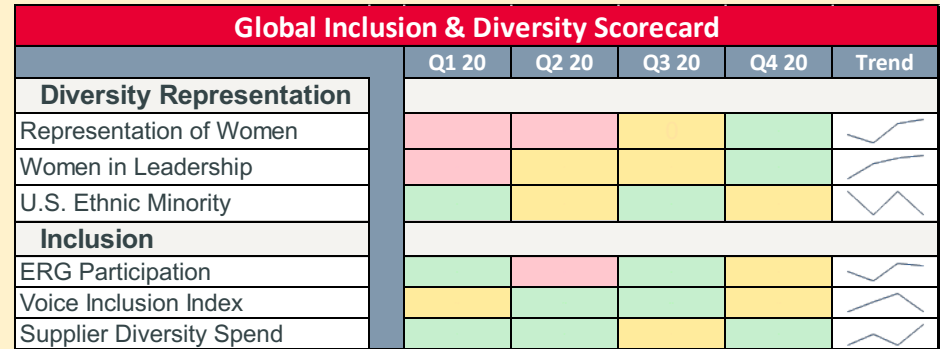
ALL DATA AND INDICATORS ARE FICTIONAL

Key Scorecard Elements and Guiding Principles

- ❖ Alignment with inclusion & diversity strategy
- ❖ Balanced scorecard approach
- ❖ Intentional focus on I&D outcomes / lagging indicators
- ❖ Informed by internal progress against metrics
- ❖ Meaningful visualization of data
- ❖ Tailored to audience
- ❖ Iterative and flexible

* Dow policy prohibits hiring, firing or promoting on account of an individual's race, gender, disability status, religion, age, sexual orientation or any other protected status.

Executive Leadership Scorecard



Strategic scorecard design creates intentional focus on key I&D performance indicators



INCLUSION & DIVERSITY DASHBOARD

ALL DATA AND INDICATORS ARE FICTIONAL

Key Dashboard Elements

- ❖ Alignment with I&D scorecard
- ❖ Intentional focus on leading indicators of I&D outcomes
- ❖ Effectively shows internal progress and comparisons
- ❖ Meaningful visualization of data
 - Comparisons, trends, indicators
- ❖ Provides granular level of detail
- ❖ Tailored to audience

Diversity Representation Dashboard

Organization Hierarchy	Current Staffing		Hiring (Last 12 Months)		Promotions (12-Month Rate)		Vol. Attrition (12-Month Rate)	
	Headcount	Female %	# of Hires	Female Hires Rate	Female Promotion Rate	Male Promotion Rate	Female Attrition Rate	Male Attrition Rate
Org #1		↑		↓				
Org #2		→		↑				
Org #3		↑		↑				
Org #4		↓		↑				
Org #5		→		↑				
Org #6		↓		↓				
Org #7		→		↑				
Org #8		↑		↑				
Org #9		→		↓				
Org #10		→		↓				

Organization Hierarchy	Current Staffing		Hiring (Last 12 Months)		Promotions (12-Month Rate)		Vol. Attrition (12-Month Rate)	
	Headcount	U.S. Minority %	# of Hires	U.S. Minority Hires Rate	U.S. Minority Promotion Rate	U.S. Non-Minority Promotion Rate	U.S. Minority Attrition Rate	U.S. Non-Minority Attrition Rate
Org #1		↑		↑				
Org #2		↓		↓				
Org #3		↑		↑				
Org #4		↑		↓				
Org #5		→		↑				
Org #6		→		↑				
Org #7		↑		↓				
Org #8		→		↓				
Org #9		→		↑				
Org #10		→		↑				

* Dow policy prohibits hiring, firing or promoting on account of an individual's race, gender, disability status, religion, age, sexual orientation or any other protected status.



Diversity Scorecards & Dashboards



Dana Green

Toyota

Diversity & Inclusion

Regional

Engagement

TOYOTA

Diversity + Inclusion

Scorecards and Dashboards

*DiversityInc. Presentation
Dana Green
March 10, 2021*



2021 Diversity and Inclusion Executive Scorecard

Name:
Division:

1. Review the three categories and related objectives
2. Identify actions you will take in each category to achieve your objectives

	Objective	Action to Address Objective (Examples) <i>*Includes virtual activities or engagement</i>	Measurement	Action Plan	Results
Commitment & Support 40%	<p>Be a visible, vocal and effective advocate of Toyota D+I efforts.</p> <ul style="list-style-type: none"> • Demonstrate a culture of respect for others • Support D+I related community outreach programs • Demonstrate cultural competency and inclusive behaviors • Embrace and support the Toyota Cultural Framework 	<ul style="list-style-type: none"> • Attend/Support internal and external D+I related event, either virtually or in person (Education/Awareness, Training, BPGs, etc.), at least once a quarter • Encourage/support your team members to be active in BPGs • Personally, support community outreach programs • Serve as Formal Mentor to two (2) team members at least two levels junior from outside of your function, division or business unit and record pairing in Workday • Engage in Reverse Mentoring relationship and record pairing in Workday • Grow your personal, and/or your team's, diversity competency thru virtual learning, books, publications, conferences, movies, etc. • Speak at a BPG Event/Activity or external D+I event • Host virtual D+I and/or social justice focused coffee chats, town halls, huddles, activities, etc. with your team • Serve on an External Board of a Diverse Organization 	<ul style="list-style-type: none"> • To meet this objective, demonstrate your visible, vocal and intentional advocacy for Diversity and Inclusion through 1 in person or virtual action per quarter • To exceed this objective, complete 5 or more actions. 		
Workforce Development 40%	<p>Lead by example.</p> <p>Hold your leadership/management team accountable for supporting Toyota goals to attract, recruit, develop, and retain the best, brightest and most diverse talent in our organization</p>	<ul style="list-style-type: none"> • Actively participate in Accelerating Talent and/or succession planning, within and across pillars • Ensure/Require a diverse candidate slate/pool for all open positions • Provide exposure / visibility opportunities for diverse high potential talent • Lead by example and hold your managers accountable for maintaining or improving diversity on their teams • Increase diversity in management ranks at TMNA and/or your respective business function • Support diverse talent development in all levels of the organization • Develop and implement a strategy that supports improving development in your business function/division • Create a plan to advance diverse talent, leveraging D+I consulting support, dashboards, etc. 	<p>Using the Diversity Snapshot:</p> <ul style="list-style-type: none"> • Make progress towards long range diversity goals in your area, with a focus on African American, Hispanic, and female talent at all levels. 		
Supplier Diversity 20%	<p>Engage, connect, improve or strengthen relationships with our business partners.</p>	<ul style="list-style-type: none"> • Appoint a supplier diversity champion for your business area to work with PSS (Indirect Procurement Shared Services), supplier diversity, and business unit to identify & include W/MBE suppliers in competitive bids • Actively participate in 1 or more supplier diversity conference(s) or event(s) (Virtual, Local, Regional, National, etc.) • Participate as a mentor in any Toyota sponsored mentorship program by meeting with a current mentee at least 1x per month • Include supplier diversity goals in performance management and hold team accountable to results • Review current commodity/service make-up and identify areas where no diverse suppliers exist and actively pursue a diverse solution. • Partner with suppliers where D+I is a documented and practiced business strategy within their organization and encourage use of diverse talent • Identify and execute a plan to introduce one or more new MBE/WBE for additional business opportunity within your business function • Sponsor a Supplier Diversity Education Forum within your function to build a better understanding and awareness of opportunities 	<ul style="list-style-type: none"> • To meet this objective, demonstrate your visible, vocal and intentional advocacy for supplier diversity through 2 actions. • To exceed this objective, complete 3 or more actions. 		



Dashboard Overview

Main KPIs

- Gender Representation- Female
- Ethnicity
 - AA/Black
 - Hispanic
 - Asian
 - Other
- Morale Survey

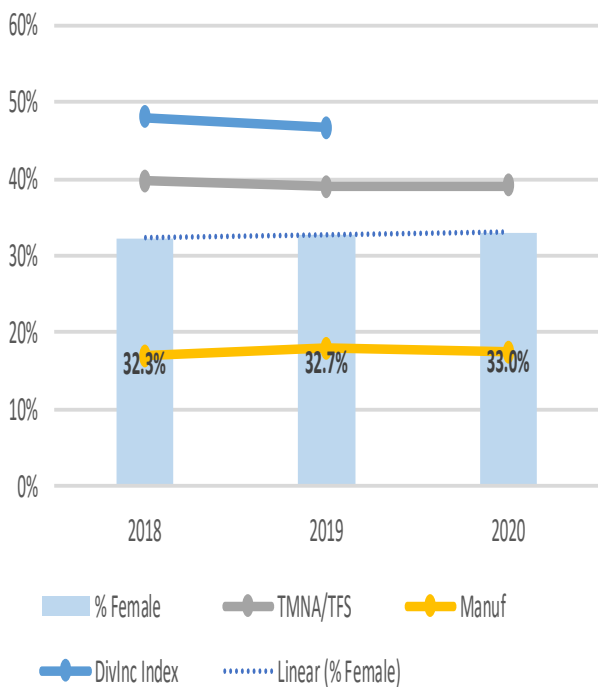
Sub KPIs

- By Gender and Ethnicity
 - Hires
 - Terminations
 - Promotions

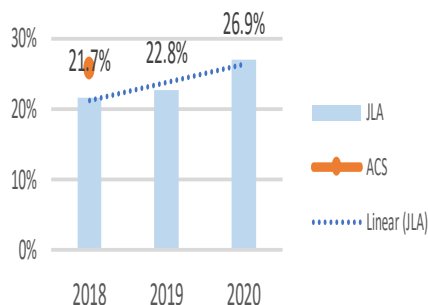
TOYOTA
D+I *D+I Dashboard – Main KPI – Gender Representation*

Gender Representation

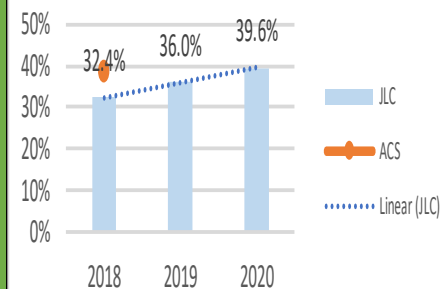
Overall Female Representation



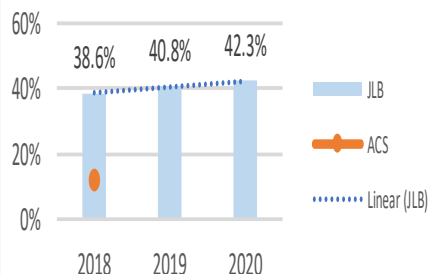
Female Representation JLA



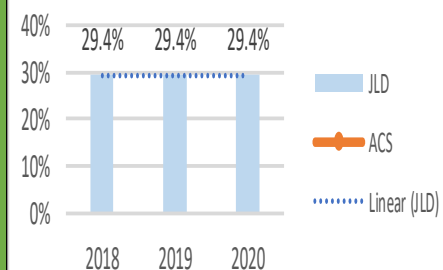
Female Representation JLC



Female Representation JLB

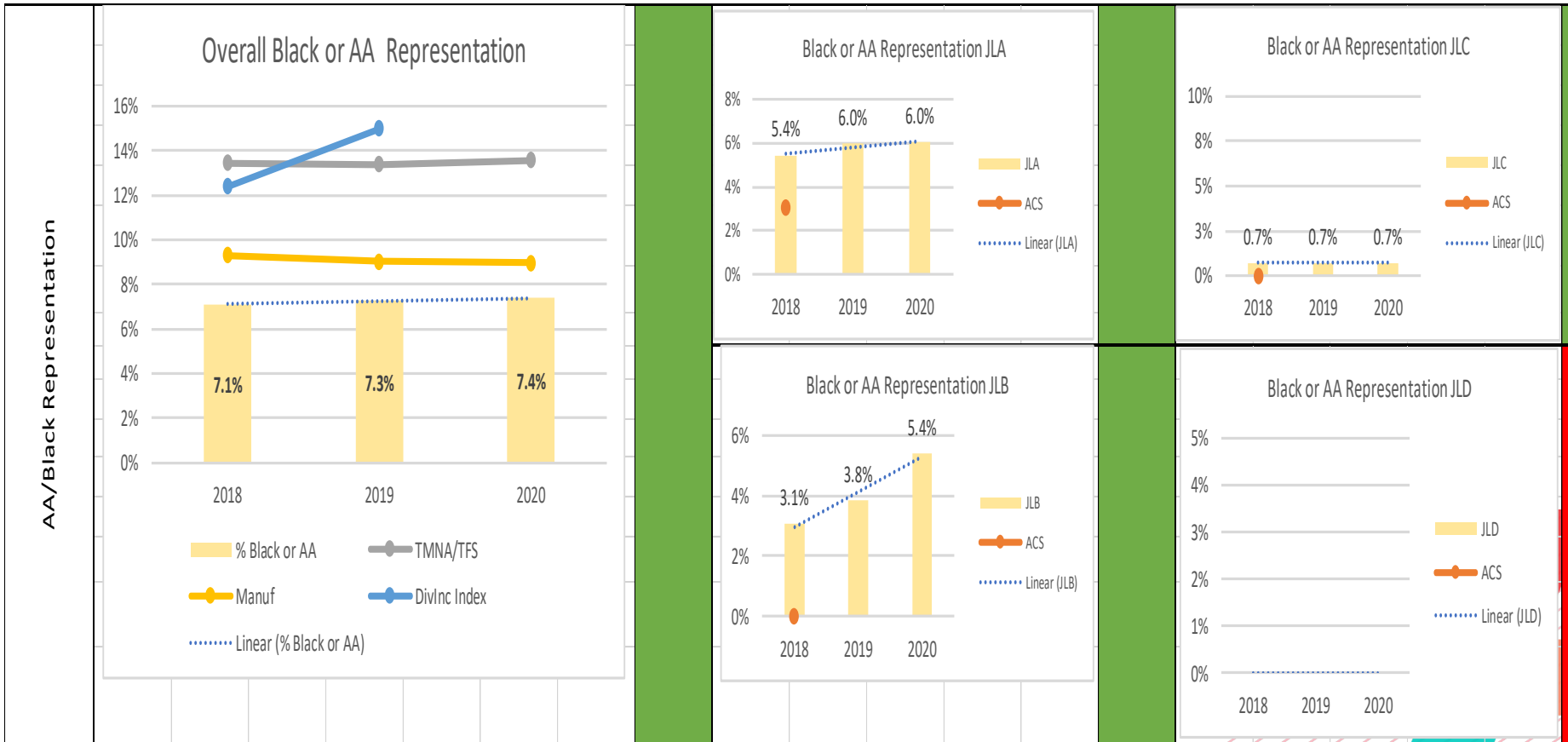


Female Representation JLD



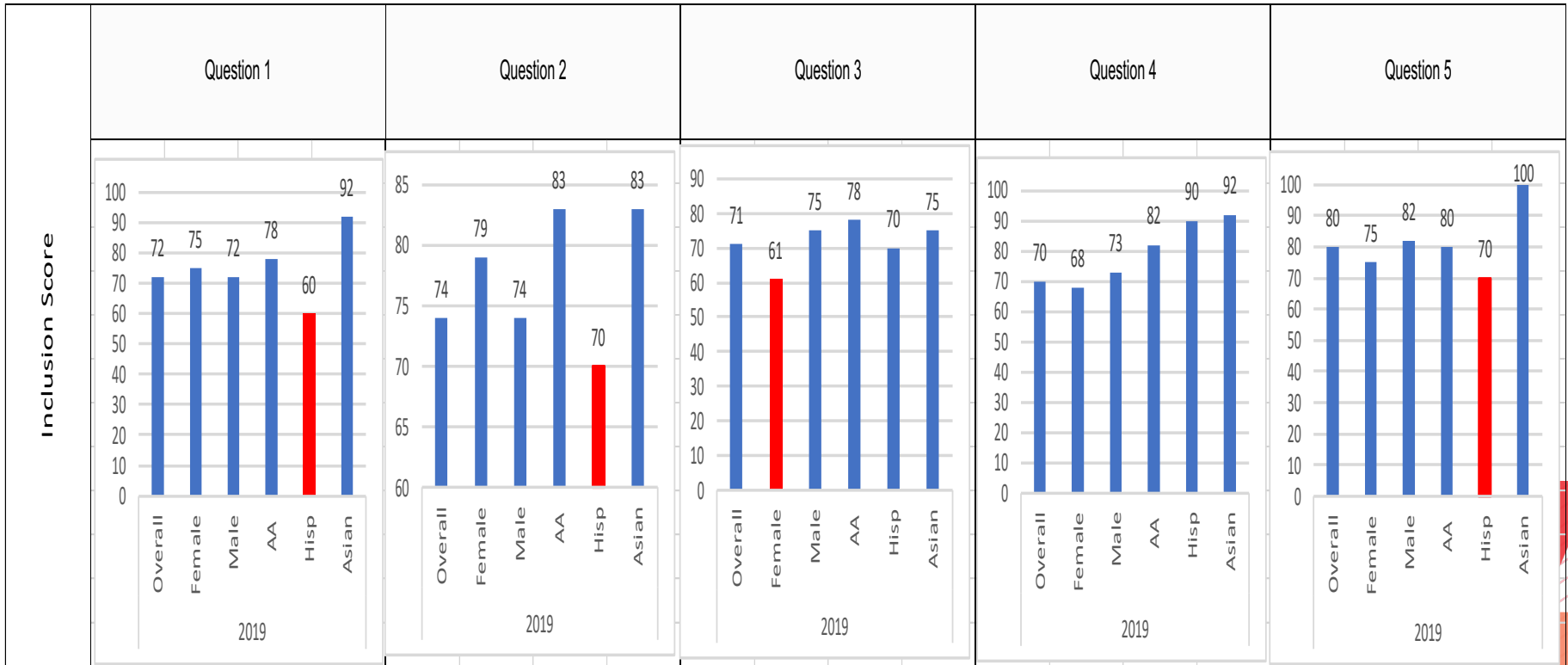


D+I Dashboard – Main KPI – AA/Black Representation





D+I Dashboard – Morale Survey



D+I Strategy Template

TOYOTA Diversity + Inclusion GVP & Above: _____ Division / Site: _____		Workforce Strategy		Toyota D+I Mission Drive a diversity mindset and inclusive behaviors into every aspect of our business	
Target / Goals / Objectives					
Strategic Approach / Action Plan					
Workplace Engagement KPIs			Culture / Inclusion		
D+I Index Morale Survey	Attrition by Job Level				
Workforce inclusion KPIs			People / Diversity		
Representation by Job Level	Hiring by Job Level	Promotions by Job Level			
Workplace Engagement Action Plan					
Initiative		Respons	KPI	Timing	Status
Morale Survey					
1)					
2)					
Retention					
1)					
2)					
Leadership					
1)					
2)					
Workforce Inclusion Action Plan					
Initiative		Respons	KPI	Timing	Status
Representation					
1)					
2)					
Hiring					
1)					
2)					
Promotion					
1)					
2)					

QUESTIONS?

DiversityInc Best Practices Webinars



DiversityInc Top 50

Career Advice ▾

Best Practices ▾

Events

Webinars

Meeting in a Box

March 24, 2021 | Let's Talk About Microaggressions

Dow | Accenture | Toyota | AT&T

April 21, 2021 | Benefits of Inclusion in the Workplace

Sanofi | Wells Fargo | Toyota | Cigna

DiversityInc is now an SHRM Recertification Provider!

SHRM members can earn PDCs for participating in DiversityInc webinars.

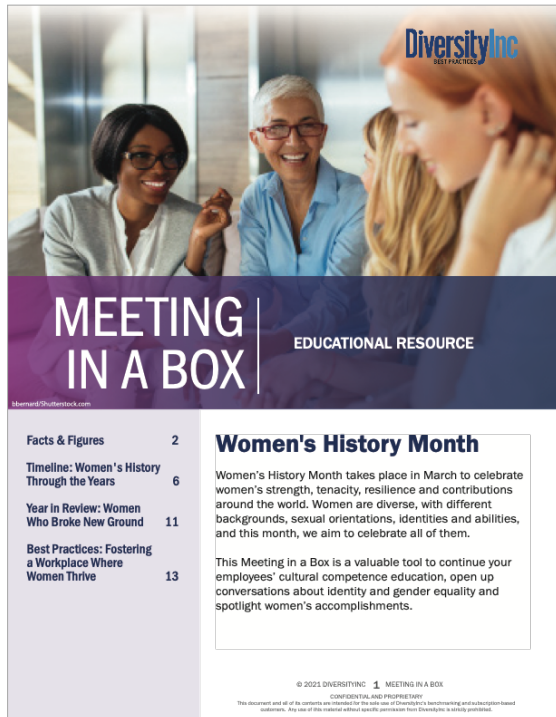


Sign Up Now

DiversityIncBestPractices.com

Meeting in a Box

Meeting in a Box: Women's History Month



How to utilize our toolkits:

- **People leaders** spotlight various cultures and heritage month celebrations during team meetings and town halls.
- **Diversity Councils and ERGs** share the content and use it to educate employees.
- **Business teams** leverage MIBs for best practices (e.g., Supplier Diversity Meeting in a Box).
- **Communications teams** provide monthly diversity & inclusion content to their organizations.
- **HR teams and talent teams** educate employees on different dimensions of diversity (e.g., people with disabilities and military veterans).

Thank you for attending!

- This presentation and recap will be available for download in 72 business hours.
- If you have questions/comments, please email us at customerservice@diversityinc.com.
- Visit DiversityIncBestPractices.com to view past webinars and career advice, as well as relevant, up-to-date content on diversity and inclusion management.