Diversity Metrics

• Best practices on scorecards/dashboards, metrics for senior leadership

• Human Capital data and supplier-diversity metrics

Moderated by:
Tamika Cody
Managing Editor
Housekeeping

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• Basic technical assistance, (can’t see slides, can’t hear, etc.) use question box.

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• Simply type in your question and click send.
2015 DiversityInc Top 50 Companies for Diversity

1. Novartis Pharmaceuticals Corporation
2. Kaiser Permanente
3. PricewaterhouseCoopers
4. EY
5. Sodexo
6. MasterCard
7. AT&T
8. Prudential Financial
9. Johnson & Johnson
10. Procter & Gamble
11. Wells Fargo
12. Deloitte
13. Marriott International
14. Abbott
15. Accenture
17. Cox Communications
18. KPMG
19. General Mills
20. ADP
21. Cummins
22. IBM
23. Anthem
24. Eli Lilly and Company
25. Target
26. Kellogg Company
27. New York Life
28. BASF
29. Wyndham Worldwide
30. Comcast NBCUniversal
31. Dell
32. Aetna
33. Allstate Insurance Company
34. The Walt Disney Company
35. Northrop Grumman
36. Toyota Motor North America
37. TIAA-CREF
38. Colgate-Palmolive
39. TD Bank
40. Intentionally Left Blank
41. Time Warner
42. Nielsen
43. Monsanto
44. AbbVie
45. Kraft Foods
46. MassMutual Financial Group
47. Hilton Worldwide
48. Rockwell Collins
49. KeyCorp
50. Verizon Communications
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 moment
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
2016 DiversityInc Top 50 Survey Now Open!

• If you haven’t received your survey participation link email top50@DiversityInc.com
Angela Talton
Senior Vice President, Diversity & Inclusion, Nielsen

• Angela L. Talton is the Senior Vice President, Global Diversity and Inclusion for Nielsen. Appointed to this role in January 2012, Angela leads Nielsen’s global strategy for new and ongoing diversity and inclusion initiatives, including supplier diversity, education and training, diverse organizational development, recruitment and retention; and client-driven solutions. Since assuming this role, Nielsen has progressively improved its ranking to become one of the top companies for diversity and inclusion (# 42 on DiversityInc’s 2015 Top 50 Companies for Diversity and # 5 on Diversity MBA’s 2015 Best Companies for Diversity and Inclusion).
DIVERSITY METRICS:
HOW NIelsen LEVERAGES DASHBOARDS, SCORECARDS, & REPORTING TO FURTHER THE CONVERSATION ON D&I

Angela L. Talton
SVP, Global Diversity & Inclusion
November 3, 2015
ABOUT NIELSEN
WHO IS NIELSEN: FROM DATA TO OUTCOMES

Unparalleled ability to turn consumer data into business performance
THE MOST COMPLETE VIEW OF CONSUMERS

For 90 years, we have been at the forefront of measuring consumers around the world, helping clients drive better business decisions and profitable growth over time.
OUR COMMITMENT TO DIVERSITY & INCLUSION
### OUR DIVERSITY & INCLUSION JOURNEY

#### Vision & Branding
- Nielsen creates External Advisory Council
- First ERG, HOLA, launched

#### D&I Leadership Commitment
- Foundation set for ongoing CEO and Executive Leadership commitment
- First Chief Diversity Officer named
- 25 leaders appointed to single Diversity Council

#### Leadership Development
- Supplier Diversity spend goals established
- Launched Diverse Leadership Network
- Global expansion of inclusion training

#### Supplier Diversity Program & Reporting
- Nielsen launches Supplier Diversity Program
- Staffing COE develops quarterly diversity reporting

#### Strategic Accountability
- D&I strategy leveraging DiversityInc best practices established
- Diversity scorecards by business unit reviewed with NEC Leaders quarterly
- All People Manager inclusion training launched in US

#### Global Inclusion
- Increase ERGs chapters throughout the globe
- Establish Inclusion Councils at regional level
- Enhance the D&I agenda based on global learnings
DIVERSITY & INCLUSION IS A KEY OPERATING PHILOSOPHY OF NIELSEN’S OVERALL STRATEGY
5 PRONG APPROACH

1. ACCOUNTABILITY
   Business Unit Level Scorecards
   - Trend analysis of representation, movement, recruitment, retention and spend
   - Celebrate progress, share best practices, recap action planning, measure inclusion

2. CAREER DEVELOPMENT
   Mentoring Programs
   - Expand and formalize all mentoring programs
   - Build robust, inclusive leadership development program

3. RETENTION
   ERG Advancement
   - ERGs leveraged to engage and onboard all New Hires
   - Utilize ERG participation as development opportunity
   - Partner with Talent Acquisition to increase diversity recruitment

4. SUPPLIER DIVERSITY
   Partnerships
   - Achieve and exceed 10% MWVBE and LGBTBE spend goal
   - Mentor diverse suppliers
   - Partner with CSEs to meet client spend requirements

5. EDUCATION
   Engagement
   - Build Nielsen curriculum to engage with schools in support of STEM
   - All employee Inclusion training
   - Diverse Intelligence Series

DIVERSITY & INCLUSION IS A KEY OPERATING PHILOSOPHY OF NIELSEN’S OVERALL STRATEGY
5 PRONG APPROACH
METRICS SERVE AS CONVERSATION STARTERS
GREAT JOB MESSAGE TO RECOGNIZE SIGNIFICANT IMPROVEMENT BY BUSINESS UNIT OWNER!
HIGHLIGHT PERFORMANCE INDICATORS DRIVING IMPROVEMENTS

Growing Diverse Talent & Diverse Leaders
- Racial/Ethic representation up X to Y
- Senior Leadership representation up X to Y

Promoting Diverse Talent & Diversity
- Female movement X compared to Nielsen overall al Z
- A% of People Managers have completed D&I training – highest in company

Supporting Development & Engagement
- Dept. has largest concentration of ERG members
- Leader presented at External Advisory Council Meeting
Q3 Diversity Scorecard – Business Unit

Racial / Ethnic Representation

- Diverse
- Asian
- Black
- Hispanic
- Other

Gender Representation

- Nielsen
- Band Sr.Mgr
- Band Mid Mgr
- Band Entry

Movement & Turnover

<table>
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<tr>
<th>Racial / Ethnic by Band</th>
<th>Q3 Representation</th>
<th>Q1-3 Movement</th>
<th>Q1-3 Turnover</th>
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Action & Recommendation items?
Q3 Diversity Scorecard – Business Unit

Voluntary/Involuntary

Voluntary Top 3 Reasons
- Vol Reason 1 (X%)
- Vol Reason 2(X%)
- Vol Reason 3(X%)

Involuntary Top 3 Reasons
- Inv Reason 1 (X%)
- Inv Reason 2(X%)
- Inv Reason 3(X%)

Ethnicity

Total Exits N

Voluntary N
Involuntary N
Other N

Voluntary
Involuntary
Other

Asian
Black
Hispanic
Other
White

Gender

Voluntary N
Involuntary N

Action & Recommendation items?

Turnover

Q1-3 Voluntary
# %
Q1-3 Involuntary
# %
Q1-3 Turnover
# %

Asian
Black
Hispanic
Other
Female
Male
Total/Avg

Healthy Watch Concerning
# Q4 MIWE TRAINING ATTENDANCE

## Training Dashboard by BU

**as of 02/17/2014**

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## Attendance by Location

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**Sum** 301
2015 Q3 SUPPLIER DIVERSITY UPDATE – BU

2015 Q3 Spend

- Total 2015 Q3 “Source-able” spend $XXMM
- Total 2015 Q3 Diversity spend: Tier 1 $XXMM
  Tier 2 $XXMM
  Total $XXMM

Top Suppliers (Non diverse)

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<tr>
<th>SUPPLIERS</th>
<th>CATEGORY</th>
<th>Q3 SPEND</th>
<th>% OF TOTAL</th>
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<td>Supplier 1</td>
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2015 MWBE Target: XX%

Top Tier 1 Diverse Suppliers

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Pipeline of Ideas

- Expanded growth for MBE
- Continued persistent with Tier 2 for Supplier 1
- Strategic Tier 2 discussions with Supplier 2, 5 and 6
- New/upcoming technology RFPs/opportunities
# DIVERSITY DASHBOARD

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# BEST PRACTICE SHARING AND ACTION PLANNING

## D&I Opportunities

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ‘Managing an Inclusive Work Environment’ training builds awareness – now</td>
<td>• Top 10 ways to reach Middle Managers includes</td>
</tr>
<tr>
<td>need to put it into action</td>
<td>• Use ERGs to connect people: ERG Experience Week.</td>
</tr>
<tr>
<td></td>
<td>• Ensure Managers are also using the Rooney Rule for diverse slates</td>
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<td></td>
<td>• Reward leaders who “get it” with public praise and Simply Excellent</td>
</tr>
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<td></td>
<td>• Allow D&amp;I presentations during your Town Halls – would love to</td>
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<tr>
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<td>discuss upcoming events like the ERG Experience.</td>
</tr>
</tbody>
</table>

| • Continue to support Diverse Leadership Development Program                | • Engage with Class 2                                                       |
|                                                                             | • Add class to Town Hall distribution (see class participant list in       |
|                                                                             |     appendix)                                                               |
|                                                                             | • Begin considering these employees for more senior roles                  |

| • Globalization of our D&I efforts                                          | • Create global diversity champions to align on strategy                   |
|                                                                             | • Encourage ERG chapter growth – pull not push                            |
INTEGRATING SCORECARDS
2015 SUCCESSION PLANNING

I. Update on Actions Taken Since 2015 Q1 review
   • Key roles for succession
   • Employee Experience; performance reviews; team dynamics

II. Your Leadership Team
   • Organization structure
   • Review performance

III. Pipeline Vitality and Leadership Development
   • Talent in global roles
   • Next 5 stars on your radar
   • Nominations for leadership programs
   • Diversity & inclusion dashboard
   • Nielsen Voice survey action planning
DIVERSE RISING STARS (US ONLY)

List 5 diverse rising stars (below your direct reports), including any ERG leaders. What actions have you taken, or plan to take?

<table>
<thead>
<tr>
<th>Picture</th>
<th>Name</th>
<th>Current Role</th>
<th>Actions Taken</th>
<th>Actions Planned</th>
<th>Timing</th>
<th>Bonus Pay-Out %</th>
<th>Merit %</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
SCORECARDS HAVE BEEN THE IMPETUS OF NIELSEN’S IMPROVED D&I PERFORMANCE

**ACCOUNTABILITY:**
Business unit leaders use quarterly scorecards to track and trend D&I performance.

**PLANNING:**
Action plans developed by business unit leaders to further department’s D&I focus.

**INTEGRATION:**
Infuse D&I into the DNA of Nielsen by including scorecard information throughout talent reviews.

**ALIGNMENT:**
Leaders share the importance of D&I internally and externally.
Damion Jones is the Global Director of Diversity and Inclusion for Monsanto Company within their Talent Acquisition / Diversity and Inclusion / Compliance / Contingent Workforce Department. In his current role, Damion is responsible for outlining the inclusion strategy & recommending actions in support of the executive D&I council’s functional & regional oversight of our company culture and operations. This includes consulting with various functions and regions and providing periodic updates for the ET, MAC Diversity Council & BOD regarding our acquisition, development, retention of diverse talent globally and supplier diversity.

In recent years, he has led strategic enterprise wide initiatives regarding the design of our diversity dashboard, the diversity components of our leader dashboard for the top 120 global leaders, led phase 1 implementation of an enterprise-wide mentoring initiative, and currently leads the execution of our Global Business Resource Network (BRN) strategy. Currently, we have 21 global BRNs (our ERGs) across 6 geographies.
Diversity & Inclusion Analytics

Damion Jones, Ph.D., SPHR
Global Director, Diversity & Inclusion
Agenda

Unlocking Competitive Advantage through Analytics

- Overview of our Analytic Journey
- From Transactions to Global Standardization – 6 Indicators
- Leveraging Automation to Aid Insights
- Prescriptive Analytics – Inferential Stats that Shift Culture
**Emphasizing Inclusion**

**Unlocking Competitive Advantage**

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### Current State

Inconsistent definition and measures to direct targeted action to establish a baseline and facilitate a more inclusive environment

### Future State

Engaging environment where people feel supported, diverse thought is embraced and teams maximize potential, in part, because leaders are equipped

---

<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Culture</th>
<th>Talent</th>
<th>Business Operations</th>
<th>Consumer Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Engagement, Policies &amp; Accountabilities</td>
<td>Representative Workforce &amp; Acquisition</td>
<td>Equitable Development &amp; Retention</td>
<td>Supplier Diversity</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Inclusive Marketing</td>
</tr>
</tbody>
</table>

#### Inclusion (Culture & Processes)

- **Definition**
- **Key Messaging**
- **Awareness**
- **Measurement**
- **Engagement**

#### Diversity (Composition & Equity)

- **Engagement**
- **L-180**

---

**Shift in Focus**

**To Drive Impact**

**Shift in focus already underway**

---

**Current State**

- **Engagement,** Policies & Accountabilities
- **Representative Workforce & Acquisition**
- **Equitable Development & Retention**
- **Supplier Diversity**
- **Inclusive Marketing**

**Future State**

- **Engaging environment where people feel supported, diverse thought is embraced and teams maximize potential, in part, because leaders are equipped**
Monsanto’s Diversity Analytic Journey

Strategic Areas of Focus

- Talent
- Business Operations
- Culture
- Consumer Engagement

We are Here

Greater Sophistication

Lesser Sophistication

Talent
- Transactional
- Global Standardization
- Automation

Business Operations
- Prescription

Culture

Consumer Engagement
From Transactional to Standardization

From Aggregate US POC to...
- African Americans
- Latinos
- Asians

From Limited Organizational Views to...
- Crop Protection Commercial
- Biotechnology
- EMEA Vegetables

From No Universal Standards of Measure / Comparison to...
- Headcount – Year over Year Shifts
- Acquisition – Representation of the Diverse Hiring of talent
- Promotions – Proportionality of Promotions & Movement INTO M03
- Retention - a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

From SAP Dependent Data Sources for Benchmarking to...
- US Census Data
- Applicant Flow Diversity
## Targeting Populations of Interest

From Aggregate US POC to...

- African Americans
- Latinos
- Asians

### Targeted Populations

<table>
<thead>
<tr>
<th>Targeted Populations</th>
<th>Targeted Outreach &amp; Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>African Americans</strong></td>
<td>National Association of African Americans in Human Resources</td>
</tr>
<tr>
<td></td>
<td>National Black MBA Association</td>
</tr>
<tr>
<td></td>
<td>Minorities in Agriculture Natural Resources &amp; Related Sciences</td>
</tr>
<tr>
<td><strong>Latinos</strong></td>
<td>Society for the Advancement of Chicanos &amp; Native Americans in Science (SACNAS)</td>
</tr>
<tr>
<td></td>
<td>National Hispanic MBA Association (NHMBA)</td>
</tr>
<tr>
<td></td>
<td>Hispanic Today</td>
</tr>
<tr>
<td><strong>Asians</strong></td>
<td>Leadership Education for Asian Pacifics (LEAP)</td>
</tr>
<tr>
<td></td>
<td>AsianHires.com</td>
</tr>
<tr>
<td></td>
<td>Asian Chamber of Commerce</td>
</tr>
</tbody>
</table>
Tracking Headcount

From No Universal Standards of Measure / Comparison to...

- Headcount – Years over Year Shifts
- Acquisition – Representation of the Diverse Hiring of talent
- Promotions – Proportionality of Promotions & Movement INTO M03
- Retention – a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

Standard = Is our diverse headcount composition up, down, or staying even?  
By level = Broad-base Talent, Management, Sales.

* Not actual data
Tracking the Acquisition of Talent

From No Universal Standards of Measure / Comparison to...

- **Headcount** – Years over Year Shifts
- **Acquisition** – Representation of the Diverse Hiring of talent
- **Promotions** – Proportionality of Promotions & Movement INTO M03
- **Retention** – a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

**Standard** = Are we hiring talent in a way that will move the needle of our workforce composition?

**By level** = Broad-base Talent, Management, Sales.

*Not actual data*
Tracking Career Progress

From No Universal Standards of Measure / Comparison to...

- Headcount – Years over Year Shifts
- Acquisition – Representation of the Diverse Hiring of talent
- Promotions – Proportionality of Promotions & Movement INTO M03
- Retention – a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

**Standard** = Are we promoting diverse talent proportionate to their presence in the headcount? **Movement INTO Mgmt.** = Is diverse talent moving into management relative to their presence in the feeder pool?

**By level** = Broad-base Talent, Management, Sales.

*Not actual data*
Tracking the Flow of Talent

From No Universal Standards of Measure / Comparison to...

- Headcount – Years over Year Shifts
- Acquisition – Representation of the Diverse Hiring of talent
- Promotions – Proportionality of Promotions & Movement INTO M03
- Retention – a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

**Standard** = Retention standard.

What is the flow of diverse talent in and out of the organization and how are they leaving?

Influx, Exodus, Even Flow

* Not actual data
## Tracking Comparable Attrition

From No Universal Standards of Measure / Comparison to…

- **Headcount** – Years over Year Shifts
- **Acquisition** – Representation of the Diverse Hiring of Talent
- **Promotions** – Proportionality of Promotions & Movement INTO Management (mgmt)
- **Retention** – a) Flow of Diverse Talent & b) minority vs. majority term rate comparisons

### Standard
Is the diverse talent leaving at a disproportionate rate when compared to majority groups?

**By level** = Broad-base Talent, Management, Sales.

### Termination Rate Score Card Key
- <= Majority Rate +2%
- 2-3% Above Majority Rate
- > Majority Rate +3%

<table>
<thead>
<tr>
<th>Gender</th>
<th>US POC Term Rate*</th>
<th>POC</th>
<th>vs. White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Terms</td>
<td>3.4%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Involuntary Terms</td>
<td>4.9%</td>
<td>1.4%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Black Term Rate*</th>
<th>POC</th>
<th>vs. White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Terms</td>
<td>2.4%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Involuntary Terms</td>
<td>1.2%</td>
<td>1.4%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Latino Term Rate*</th>
<th>POC</th>
<th>vs. White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Terms</td>
<td>4.5%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Involuntary Terms</td>
<td>0.6%</td>
<td>1.4%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Asian Term Rate*</th>
<th>POC</th>
<th>vs. White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Terms</td>
<td>2.5%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Involuntary Terms</td>
<td>9.9%</td>
<td>1.4%</td>
<td></td>
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</tbody>
</table>

### Not actual data

*Not actual data*
Leveraging Dashboard Insights

<table>
<thead>
<tr>
<th>Overall</th>
<th>Headcount Scorecard</th>
<th>Talent Acquisition (Hiring)</th>
<th>Movement into Management</th>
<th>Flow of Talent (Hires vs. Terms)</th>
<th>Attrition (Terms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Females</td>
<td>- 0.06%</td>
<td>† - 1.0%</td>
<td>† 2.67%</td>
<td>4.53% Even Flow</td>
<td>† 0.98%</td>
</tr>
<tr>
<td>US Females</td>
<td>- 0.46%</td>
<td>† - 2.20%</td>
<td>† 1.67%</td>
<td>↓ 0.60% Even Flow</td>
<td>† 1.68%</td>
</tr>
<tr>
<td>International Females</td>
<td>0.56%</td>
<td>† 5.32%</td>
<td>† 3.55%</td>
<td>† 9.40% Talent Influx</td>
<td>† 0.27%</td>
</tr>
<tr>
<td>US POC</td>
<td>- 0.37%</td>
<td>↓ - 1.85%</td>
<td>↓ 2.79%</td>
<td>↓ - 8.24% Even Flow</td>
<td>↓ 2.27%</td>
</tr>
<tr>
<td>Black</td>
<td>0.07%</td>
<td>0.59%</td>
<td>↓ 1.64%</td>
<td>1.78% Talent Influx</td>
<td>0.43%</td>
</tr>
<tr>
<td>Latino</td>
<td>- 0.10%</td>
<td>↓ - 1.94%</td>
<td>↓ - 1.83%</td>
<td>No Moves</td>
<td>Even Flow</td>
</tr>
<tr>
<td>Asian</td>
<td>- 0.35%</td>
<td>↓ 0.38%</td>
<td>† 0.19%</td>
<td>No Pipeline</td>
<td>Talent Exodus</td>
</tr>
</tbody>
</table>

*Not actual data*
Prescriptive Inferential Analytics

A Powerful Ally During Transformation

Multi-year Exploratory Factor Analysis of Org Survey Shows **Inclusion**:  
- Drives Engagement  
- Drives Effectiveness  
- Builds Trust & Confidence  
- Already Measured by Existing Tools (e.g., Org Survey / L-180)

**Touches a Larger Segment of Employees**

Diversity – Impacts Workforce Composition  
Inclusion – Impacts Culture through Business & People Process

![Graph showing approximate number of employees impacted](image)

*Sample reflects 13 randomly selected D&I efforts*
## Emphasizing Inclusion

Unlocking Competitive Advantage

### Current State
Inconsistent definition and measures to direct targeted action to establish a baseline and facilitate a more inclusive environment

### Future State
Engaging environment where people feel supported, diverse thought is embraced and teams maximize potential, in part, because leaders are equipped

### Shift in Focus

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<tbody>
<tr>
<td>Inclusion (Culture &amp; Processes)</td>
<td>-Definition -Key Messaging -Awareness -Measurement -Engagement</td>
<td>-Outreach -Sourcing -Onboarding</td>
<td>-People Review -Succession Plan -Mentoring/Coaching -Sponsorship</td>
<td>-Supplier Diversity -Supplier Diversity Mentoring --Improving Process</td>
</tr>
<tr>
<td>Diversity (Composition &amp; Equity)</td>
<td>-Engagement -L-180</td>
<td>-Hire vs. HC% -Across levels</td>
<td>-Promos vs. HC% -Movement into Mgmt. -Maj. Vs. Min. attrition -Hire vs. Term rate</td>
<td>-Tier I Spend -Tier II Spend -Inclusion Bid goals</td>
</tr>
</tbody>
</table>

- **Supplier Diversity**
- **Inclusive Marketing**
- **Supplier Diversity Mentoring**
- **Improving Process**
- **Ambassador**
- **Academic Engagement Teams**
- **GPTW**
- **Shareholder Value**

*Shift in focus already underway*
Thank You for Attending

• You will receive a follow-up e-mail from us containing the link to download this presentation for future reference

• The presentation will be available approximately five to seven business days after this event

• Questions? Call (973) 494-0506