



What We've Learned: Themes in DEI

7 Elements of a Successful DEI Strategy

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AGENDA

- Introduction to Holistic
- Some Stats on DEI
- Brainstorm: ESG/DEI Connection
- 7 Themes in DEI + Action Items
- Q & A/ Open Discussion
- Conclusion

MEET THE TEAM



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INTRODUCTION

Holistic helps companies build diverse, inclusive, vibrant workforces by using data and analysis to attract, retain, inspire, and motivate top talent. At Holistic, we use data and proprietary people analytics tools to measure employee engagement. **We identify key areas of concern for companies and develop a roadmap to improve** upon them.



The Math Problem

- The calculus around the importance of D&I to the business is a (complicated) math problem:
- **War for Talent** --Talent has never been as scarce or in demand as it is right now, and competition has never been so broad.
- **Evolving Employee Focus** -- Employees are looking at more and more factors as they consider employment. To wit, 2/3rds of employees are researching DEI focus of a company before applying for a job.
- **Growing Competition** -- As a company grows, so do its competitors, even as the (currently available) pool of talent shrinks.
- **Client demand** – Clients are facing D&I challenges and focus themselves -- Clients are under pressure to diversify their teams, increase inclusion, be conscious of the inclusion at partner firms, etc.
- **Global focus on DEI** – The global conversation about D&I is escalating dramatically -- In every venue, forum, industry and boardroom the conversation is growing.

Facts about DEI in the Workplace

- Business Benefit of Promoting DEI - Profit Maximization: Organizations with more ethnically and culturally diverse teams were **33%** more likely to experience positive financial results.
- Only **12%** of businesses hold managers responsible for recruiting diverse candidates.
- Diverse companies are **70%** more likely to capture new markets.
- **60%** of organizations in the U.S. reported using DEI training
 - **54%** of those organizations hold unconscious bias training
- As of 2020, **88%** of publicly traded companies, **79%** of venture and private equity-backed companies, and **67%** of privately owned companies had ESG initiatives in place.

ACTIVITY

Group Brainstorm

What do we know about successful DEI Strategies?

7 themes of DEI-conscious companies

- Measurement
- Goal Setting
- Transparency
- Communication
- Participation
- Recognition / Prioritization
- Employee Experience

Measurement

DEI-conscious companies are focused on measurement and helping their leadership gain fluency with their DEI-related data

- These companies know what data to use and how to implement measurement
 - Empirical data, Sentiment data, Company DNA
 - The absence of data is in and of itself a form of information
- Data analysis is not a one time task, it is an ongoing process
 - Your measurement around people should mirror your measurement around other goals (financial, supply chain, etc.)

ACTION ITEM: Achieve a minimum level of fluency with your DEI data. Leaders of the company should be familiar with basic demographic data for the organization.

2nd

Goal Setting

DEI-conscious companies know the importance of Goal Setting

- Two biggest factors in achieving success in DEI goals – anyone want to guess what they are?
 - #1: Clear identification / articulation of goals (measurable / scalable)
 - #2: Transparency - internal and external
- DEI goals are business goals – there is no distinction between the two
- Prioritization of goals and a focus on attainable but challenging DEI goals is a hallmark of successful organizations in the DEI space.

ACTION ITEM: Can you articulate a DEI goal related to each of your broader business goals? And/or explain the impact of DEI on your chances of achieving your business goal?

3rd

Transparency

DEI-conscious companies are open and transparent. They understand that transparency establishes trust.

- Transparency as it relates to DEI-related matters is one of the most powerful forces in business / people interaction
 - This is doubly relevant when the news is not completely positive
- Companies need to have two transparency strategies – internal and external
- They use data transparency as a sign of commitment externally and accountability internally

ACTION ITEM: What information would you be comfortable sharing publicly? What information would you not be comfortable sharing at all? What would help you be more comfortable in extending your reach?

4th

Communication

DEI-Conscious companies know the importance of communication regarding DEI, internally and externally

- Leaders must communicate the importance of DEI early + often
 - This involves regularly asking about the DEI impact of specific activities/initiatives
- Employ strategic internal and external communication to advance your DEI strategy
- Fluency is critical! Everyone should feel knowledgeable and comfortable expressing what DEI means organizationally

ACTION ITEM: Audit your DEI Communications Plan.

- How often do you discuss DEI at your organization?
- Whose voices are a part of the conversation?
- Is everyone able to speak to DEI? Or just members of HR or the DEI Committee members?

5th Participation

DEI-conscious companies know that participation is critical for progress in DEI-related matters

- DEI is not “opt-in” – all teammates must feel it is their responsibility, and that it will improve their chances of success in their role
- DEI requirements illustrate shared responsibility/accountability
 - E.g. Mandatory annual training, encouraging participation in ERGs, reporting on DEI impact of potential business deals / client relationships

ACTION ITEM: Determine what groups at your organization should have mandatory trainings

- Create mandatory DEI related trainings for: (Hiring staff, supervisors, leadership team, etc.)

6th

Recognition / Prioritization

DEI-conscious companies recognize the important of DEI and how important it is to overall success

- Understanding that DEI is a pivotal part of everything we do
 - It is not a side HR objective; it is fundamental to all that we are undertaking
- Going back to the “Math problem”
- These days, everyone wants to make the world a better place-
 - ESG focus across business is an excellent example of this
- “Bang for your buck” – Everyone is spending money on DEI but not everyone is having success
 - Quantify DEI work by setting goals and monitoring success.

ACTION ITEM: Installing a DEI-focused interview during the hiring process for key officials will plant the seed for ongoing focus on DEI for all employees who are part of the company.

7th

Employee Experience

DEI-conscious companies understand the importance of employee happiness and belonging

- They want their employees to feel valued and heard
- Paying attention to your employees' satisfaction leads to higher productivity and a overall better workplace
- Better employees, working harder, staying longer, and being happier and more productive all the way
- If you ask a question of an employee, you must be prepared to do something about the response

ACTION ITEM: Take a pulse check of your organization and act on at least one of the findings, and communicate to the team about the action taken.

OPEN DISCUSSION



THANK YOU!
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