

# Performance Goals That Support Diversity & Inclusion



**Dana Noweder**  
Senior Manager  
DiversityInc



**Lissiah Hundley**  
Head, Strategic  
Partnerships  
DiversityInc

# 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 web:

Please use the text chat-box in the bottom right-hand corner of your screen.

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

# What We Do



# DiversityInc Top 50 Hall of Fame

2019



**AT&T**

**No. 1 2019**

2018

*Johnson & Johnson*

**No. 1 2018**

2017



Building a better  
working world

**No. 1 2017**

2016

KAISER PERMANENTE® **thrive**

**No. 1 2016**

2015/2014



**NOVARTIS**

**No. 1 2015-2014**

2013

*sodexo*

**No. 1 2013**

2012



**No. 1 2012**

# 2020 Top 50 Companies for Diversity



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

# 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

# The 2021 DiversityInc Top 50 Companies for Diversity Competition



**SURVEY DEADLINE: Friday, 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:**

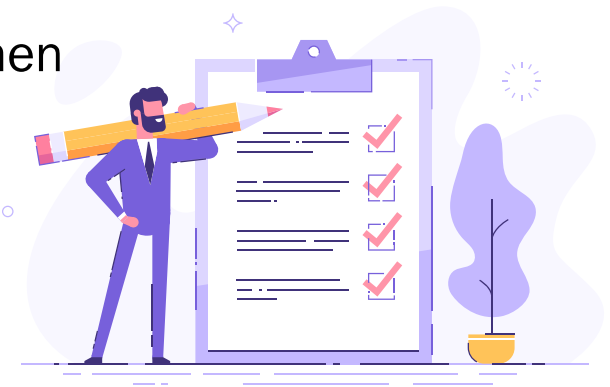
Additionally, every participating company receives a [\*\*FREE report card\*\*](#), measuring their performance versus all competitors' overall performance.

# Performance Goals That Support Diversity & Inclusion



# Diversity & Inclusion Performance Goals

- **What gets measured gets done.**
- Diversity and inclusion goals produce results when **key decision-makers are accountable.**
- The business case for diversity must be **clearly and consistently articulated** by leadership and connected to the business.
- When leaders are responsible for goals, they show the importance of diversity and inclusion as a **business priority** and employees pay attention.
- If you have performance goals around diversity, make sure your **defined goals are known and communicated** broadly.



# Performance Management in a Remote Workplace

- In some organizations, **providing real-time feedback** has replaced annual performance reviews, allowing managers to consistently check in with their team.
- **Focus on what the employee needs**, what they'd like to work on, and include takeaways the employee will focus on **with a plan to discuss progress** with their manager.
- **Recognize and show appreciation** for employees who are engaged and working hard to **ensure performance conversations are achievement-oriented**.
- **Encourage thought leadership** and employee ideas that support growth post-pandemic.
- **Incorporate the “compassion factor”** in performance expectations, considering goals, priorities and metrics.

# Linking Diversity & Inclusion to Performance Goals

- When D&I goals are established and communicated, it shows employees and stakeholders that **diversity and inclusion is a business priority**.
- It opens the door for managers and employees to **have meaningful conversations** that support inclusion and connects people to the business.
- D&I goals are an **accountability tool** that should be used throughout the year — not just during an annual performance review.
- These goals also **create a sense of ownership** to the company's culture and initiatives, which increases productivity and performance overall.

# Linking Compensation to D&I Goals

## 2020 Top 50 Survey Results

HoF = Hall of Fame Companies

CEO/SR. LEADERSHIP COMMITMENT	ALL COMPANIES	TOP 50 + HOF	TOP 10 + HOF
Company links executive compensation to diversity metrics	59.0%	76.8%	<b>93.8%</b>
CEO personally signs off on executive compensation tied to diversity	59.0%	78.6%	<b>100%</b>
Procurement management compensation is tied to supplier diversity results	50.0%	73.2%	<b>93.8%</b>

# Management Compensation Linked to D&I Goals

HoF = Hall of Fame Companies

2020 DIVERSITYINC BENCHMARKS	ALL COMPANIES	TOP 50 + HOF	TOP 10 + HOF
Does your company link executive compensation to diversity metrics?	59.0%	76.8%	<b>93.8%</b>
Management Level 1 that had bonuses tied to diversity results in 2019	48.0%	58.9%	<b>87.5%</b>
Management Level 2 that had bonuses tied to diversity results in 2019	37.0%	46.4%	<b>75%</b>
Management Level 3 that had bonuses tied to diversity results in 2019	29%	37.5%	56.2%
Management Level 4 that had bonuses tied to diversity results in 2019	20%	26.8%	50%
No management had bonuses tied to diversity results in 2019	39%	25%	6.2%

# Create Ownership With Diversity & Inclusion Goals

- If your organization has established D&I goals, **set clear expectations for employees** and **ensure results can be tracked and measured**.
- Have employees **identify** how they will specifically support the organization's diversity and inclusion strategies.
- Encourage employees to **create S.M.A.R.T. Goals** or Objectives (Specific, Measurable, Achievable, Relevant and Time-based).
- **Provide platforms for employees to discuss their goals** with their managers and review progress often — during team meetings and in 1-on-1's.

# Diversity & Inclusion Performance Goals

## Employees

- Completion of specific D&I-related training programs or selected courses
- Serve as a leader in an employee resource group (ERG)
- Participate in mentoring program focused on developing diverse talent

## Managers

- Mentor a diverse employee in the formal mentoring program
- Serve on a board of an organization that represents and focuses on underrepresented groups
- Serve on a National or Executive Diversity Council

## Senior Executives

- Serve as an Executive Sponsor for an employee resource group
- Actively participate in the Executive Diversity Council and ensure effective execution of the D&I strategy
- Have a goal to increase the diverse supplier spend in the business unit

# Additional Ways Organizations Measure D&I Performance

## Employees

- Diverse candidate slates
- New hires
- Internal mobility
- Turnover: voluntary vs. involuntary

## Workforce Demographics

- Overall representation
- Board of directors
- Executive & senior management
- Non-management vs. management

## Employee Survey Results

- Engagement and satisfaction
- Organizational health/culture
- Exit interviews

## Leadership Behavior

- Sponsorship of ERGs
- Leadership competencies
- Volunteerism/community outreach
- Mentoring and sponsorship participation

## Other

- External awards and recognition
- Professional development participation by diverse employees
- % of diverse employees participating in ERGs
- % of diverse supplier spend
- # of labor-related cases, claims and investigators
- Compliance metrics and training
- Performance of diverse employees
- Organizational effectiveness



# Inclusive Performance Management: Key Takeaways

- **It's never too late to get started.** You can implement goals for 2021.
- You're doing the work — **let it count!**
- Encourage managers to have **diversity and inclusion goals for all members of their team** and stay on top of performance to ensure goals are met.
- Diversity and inclusion are the **responsibility of all employees** in the organization with a top-to-bottom business strategy.
- Having diversity and inclusion performance goals helps drive and **support the enterprise D&I strategy, programs and initiatives.**

QUESTIONS?

# DiversityInc Best Practices Webinars



DiversityInc Top 50

Career Advice ▾

Best Practices ▾

Events

Webinars

Meeting in a Box

**Feb. 10, 2021** | Formal Sponsorship Program Best Practices

**Mar. 10, 2021** | Diversity Scorecards and Dashboards

**Mar. 24, 2021** | Let's Talk Microaggressions

**DiversityInc is now a SHRM recertification provider!**

SHRM members can earn PDCs for participating in DiversityInc webinars.



**Sign up now!**

**[DiversityIncBestPractices.com](https://DiversityIncBestPractices.com)**



# Meeting in a Box

## Meeting in a Box: Celebrating Martin Luther King Jr. Day



We celebrate Martin Luther King Jr. Day on the third Monday of January each year to commemorate the minister and activist's contributions to the Civil Rights Movement in the United States. Dr. King was born on Jan. 15, 1929 and was one of the most prominent leaders in the civil rights movements from 1955 until his assassination in 1968.

### Why we celebrate

The [right](#) to get MLK Day to become a federally recognized holiday began just four days after he was killed. However, the date wasn't officially recognized until 1986 and it wasn't celebrated universally in every state until 2000.

Dr. King's powerful oration and peaceful protests against racial injustice earned him mainstream attention, starting in 1955 when he led the Montgomery Bus Boycott to protest segregation on buses. That protest lasted for over a year until the Supreme Court ruled that segregation on public buses was unconstitutional.

His 1963 "[I Have A Dream](#)" speech during the March on Washington remains one of the most captivating and powerful speeches in U.S. history. The March on Washington led to landmark legislation toward racial justice including the Civil Rights Act of 1964 and Voting Rights Act of 1965. A year after the march, he became the youngest person (at the time) to receive the Nobel Peace Prize at just 35.

Dr. King's legacy represents a fight for equality, justice, human rights and an end to poverty — fights we are still engaging in more than 50 years later. Dr. King might have been the most central figure of the mainstream civil rights movement, but he is far from the only one. On MLK Day, we celebrate not just Dr. King, but the entire movement for racial justice that's continued since his passing.

### How to honor MLK in your remote workplace

While most workplaces and schools are closed on MLK Day, many observe it as "a day on, not a day off." MLK Day is the only federal holiday celebrated as a day of service, encouraging all Americans to volunteer within their communities. Building on his legacy, some companies even offer a number of days of paid

CONFIDENTIAL AND PROPRIETARY

This document and all of its contents are intended for the sole use of DiversityInc's benchmarking and advisory-based customers. Any use of this material without specific permission from DiversityInc is strictly prohibited.

### 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](mailto:customerservice@diversityinc.com).
- Visit [DiversityIncBestPractices.com](http://DiversityIncBestPractices.com) to view past webinars and career advice, as well as relevant, up-to-date content on diversity and inclusion management.