
Roadmap for a Data-Driven Diversity & Inclusion Strategy

Built by a team of experts during the [Tech Talent Charter May 2020 Hackathon](#) sponsored by [Spinks](#)

The Hackathon team that built this roadmap included participants from the following organisations:
Elsevier, Lloyds Banking Group, LT Harper, Pulsely and Simply Business

Iterative Data-Driven D&I Strategy

Problem

D&I is often not seen as integral to the business. Teams can become overwhelmed with initiatives and unable to measure impact. In turn, D&I is not taken seriously by the organisation and garners limited senior leadership support and involvement.

Solution

A data-driven strategy ensures that actions lead to impact by:

- providing a business context to ensure relevance
- gaining leadership buy-in
- collecting actionable data to identify gaps and underlying causes
- designing a strategy with evidence-based interventions
- measuring progress and holding the organization accountable
- publishing data to improve transparency internally and externally
- driving systematic change at every level to bring the entire workforce on the journey



1. Connect D&I with the Business

Assess the external landscape of D&I and the impact on the business (internally and reputationally)

What makes companies like ours successful at D&I?

What approach to D&I makes sense for our industry, geography, size?

Why is D&I important for the organisation?

	Actions	Tools	
Strategic	•Link D&I vision to business mission and core values	Connect D&I with the Business	
	•Leverage external data to build a business case	Diversity Wins	
	•Benchmark externally: Compare to similar organisations that are role models of D&I practice within your industry, geography, company size	Types of Benchmarks	
Integrated	•Advance leaders' understanding of how inclusion impacts organizational performance	Inclusion and Business Performance	
	•Develop an internal business case: data that links back to customer outcomes, brand reputation, et al	Diverse Teams are Smarter	
	•Actively seek to perform well in benchmarks	Build the connection with your business	
Disruptive	•Company challenges the status quo and leads corporate citizenship in this area	Articulate your unique business case	
	•Develop internal benchmarks and demonstrate D&I impact on business (e.g. access to new markets for customers, labour).	Inclusive Capitalism	
	•Build a reputation in D&I (e.g., investment in D&I research)	Transparency	
	•Transparently publicise D&I data and/or actions		

2. Gain Leadership Support

Develop an understanding of diversity, inclusion, and equity; grow advocacy among leaders

What is D&I and why is it relevant?

What does an inclusive role model look like?

How do you foster visible championship: demonstrating values, habits and behaviours?

Levels

Actions

Tools

Strategic

- Demystify D&I
- Gain leadership buy-in

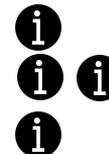
D&I Terminology
Getting Leaders on Board



Integrated

- Engage leadership to become champions that value / leverage diversity and communicate their commitment
- Increase leaders' ability to engage in difficult conversations and dialogue about issues of D&I
- Leaders build and role model psychological safety at individual/ team / organisational levels

Leaders as Champions
Dialogues about Differences
Creating Psychological Safety



Disruptive

- Leaders are intrinsically motivated to engage as allies
- Leadership role models inclusion internally and externally.

Allyship
Role Modelling



3a. Identify Priority Issues: Diversity

Build an understanding of how employees are represented and move through the organisation

Are different demographic groups moving proportionately through the talent pipeline?

Does our data highlight inequities and potential bias?

Is lower representation at higher levels caused by differences in hiring, development, promotions, turnover, etc?

Levels

Actions

Tools

Strategic

- Collect diversity data following GDPR
- Map representation across each stage of the colleague journey.
- Where appropriate collect data to assess whether makeup of the workforce is representative of the communities of organisation
- Analyse disparities by demographic.

Data Collection Guide



Measuring What Matters



Integrated

- Build trust so employees understand why disclosure of data is important and how the business uses this data to drive change.
- Collect data on protected characteristics through self ID
- Conduct trend analysis and continually measures against internally set KPIs to track where representation falls off for different segments by level and why (hiring, promotions, turnover)
- Use multiple data streams and data overlays to build depth of understanding about its employees.

People Data and Diversity



What Works: Metrics



Self-ID



Internal Labour Market Analysis



Disruptive

- Integrate diversity data with inclusion data to identify innovative ways of understanding employee journeys and generate best practice; data to analyse differences in networks (ONA) development, opportunity, advocacy, and assignments that build careers
- Use predictive analytics to understand causes and effects.
- Maintain a dashboard of D&I KPIs tied to strategy

Finding Patterns in Data



Predictive Analytics



Dashboards



3b. Identify Priority Issues: Inclusion

Build an understanding of how employees feel and experience working in the organisation

What are our hypotheses of why representation numbers look the way the do?

What role does inclusion play in the movement of talent?

Do we need to gather quantitative data, qualitative data, or both?

Levels

Actions

Tools

Strategic

- Conduct an employee inclusion survey and cut by demographics to understand employee experience by segment
- Engage employee resource groups or networks to support the design of data collection and communication strategies
- Incorporate measures of psychological safety to assess how the culture of the organisation drives inclusion

- Inclusion Survey 
- Engage Employee Networks 
- Measure Psychological Safety 

Integrated

- Integrate measures of inclusion with engagement, satisfaction and productivity by diversity, level, and department
- Review data to assess potential bias and to diagnose what drives D&I gaps
- Monitor organisational culture through cultural audits and employee opinion surveys using varied diversity dimensions.
- Collect employee stories of the lived experience to shed light on data

- Assessing the Evidence 
- Culture Audit 
- Qualitative Data – Lived Experience 

Disruptive

- Regularly assess D&I in-depth covering behaviour, attitude, and perception for the overall organisation and within organisational units; incorporate into refined D&I strategy
- Measure how D&I links to innovation and creativity
- Build an intersectional understanding of employee challenges

- Innovation 
- Optimising Culture 

4. Build Strategy and Action Plan

Develop a strategy with actions aligned to specific challenges areas

What targeted interventions are needed to address our challenges?
 Do we have defined goals that are measurable and achievable with these actions?
 Do we have the structure and support to execute on the strategy?

Levels

Actions

Tools

Strategic

- Establish a team with ownership for D&I (formal or informal roles)
- Set overall goals to improve metrics (actions and/or outcomes)
- Identify specific actions to achieve those goals
- Ensure resource availability for implementation

- Setting Organisational Goals
- Data to Inform Action



Integrated

- Ensure a D&I governance/infrastructure is in place
- Build a holistic strategy with actions connected to underlying issues evidenced by data rather than implementing a list of 'best practices'

- D&I Councils
- Targets



Disruptive

- Demonstrate commitment to significant annual improvements in meeting I&D goals consistently year over year
- I&D reports to CEO/business rather than to HR

- Positive Action
- D&I Reporting Relationship



5. Ensure Accountability: Measure and Monitor

Hold the organisation accountable for action and outcomes to advance D&I

What metrics are essential to monitor and who is responsible for collecting that data?
 What transparency is there for this data? Who will see the reports and when?
 Who is accountable for progress?

Levels

Actions

Tools

Strategic

- Establish specific accountability for actions and results
- Determine whether initial focus should be more on process metrics (actions people can take) rather than outcome metrics to build support and avoid resistance

D&I Metrics



Accountability



Integrated

- Build leadership accountability for goals with differentiated goals by geography and business unit
- Integrated, multiple approaches to monitoring and evaluating I&D goals to track their impact and effectiveness and make improvements when necessary.

Leading and Lagging KPIs



Accountability &



Transparency



Global and Local Goals

Disruptive

- Every employee has a goal related to I&D
- Leadership accountability tied to compensation and reported at board level

Accountability at every level



Employee level accountability



D&I Tied to Compensation



6. Report and Communicate

Tell the story: communicate successes and acknowledge challenges

What have we learned about the challenges that exist?

What actions are we taking and what do we expect to happen as a result?

Are there positive examples we can highlight to encourage change and adaptation?

Levels

Actions

Tools

Strategic

- Has dedicated resource whose remit it is to communicate the I&D strategy and progress against KPIs
- Focus story on strengths, fairness and opportunity to establish understanding of positive action on diversity

Communicate Results 

Your Comms Strategy 

Integrated

- Collect stories and examples of what good looks like
- Leaders/managers host town halls to share/discuss data
- Use findings to explain pay gap and plans to address

Storytelling to change Culture  

Explain your Pay Gap 

Disruptive

- Measure and report on pay gaps proactively
- I&D measurements are included as part of the organisation's overall performance, linked to the organisational strategy, and publicly shared.

Disability and Ethnicity Pay Gap 

Public disclosure: goals/strategy 