

Diversity, equity, inclusion & belonging (DEIB) insights

Lockton Talent & Culture

—

2020



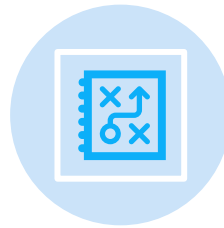


Session Facilitator



Kelly Reed, Ph.D.
Managing Director,
Talent & Culture, Lockton

Roadmap



DEIB INSIGHTS
STRATEGY



TYPES OF DEIB ANALYTICS:
OPERATIONS,
PERCEPTIONS, &
BEHAVIORS



Q&A

01

DEIB insights strategy



Priorities



Observations & questions



Data



Insights & answers

02

Types of DEIB analytics

Operations: Employee demographics and movement.



How diverse are we really?

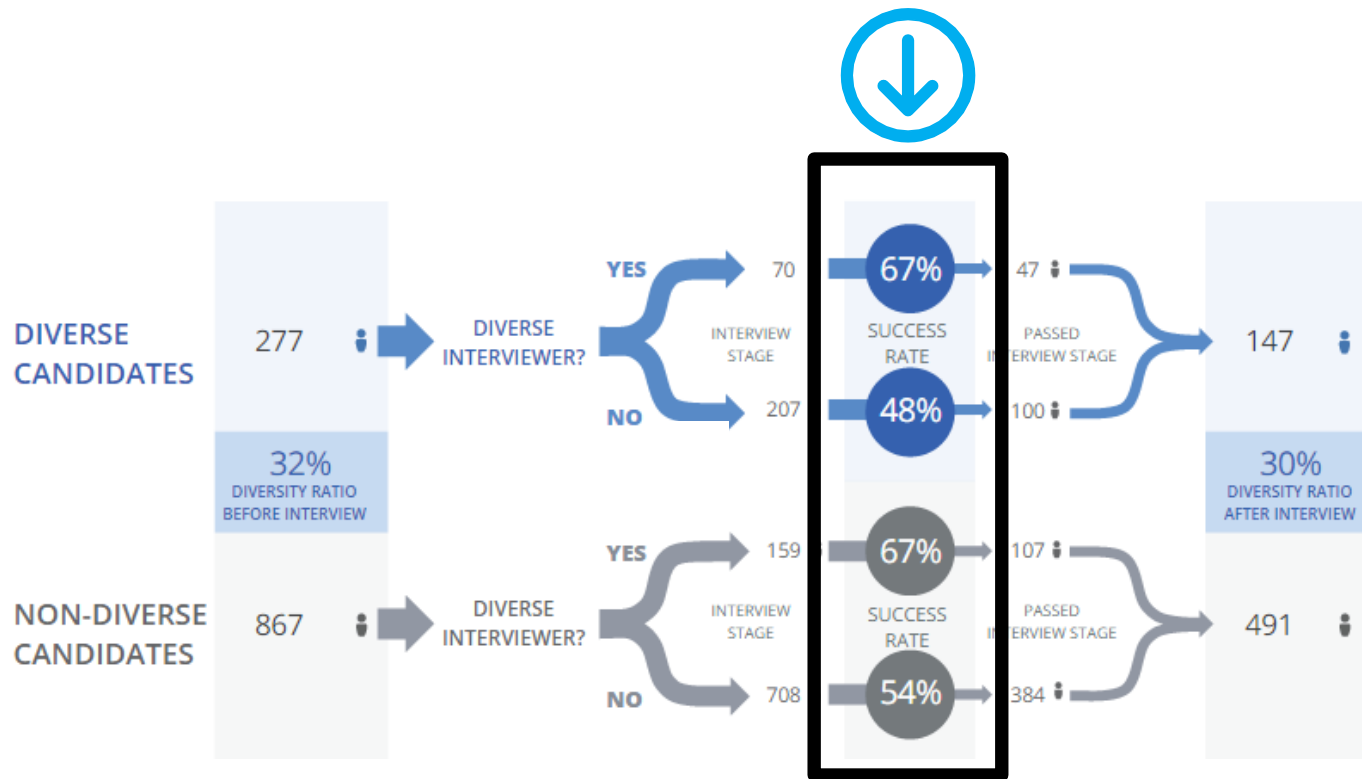


Key Findings*:

- Minority ratio at Fictional US Company is below the EEOC benchmark
- Overall workforce diversity requires attention

*Data has been fictionalized due to client data privacy.

How equitable is our hiring process for diverse candidates?



Key Findings*:

- Diverse interviewers reduce adverse impact in the selection process.
- When interviewers are not diverse, 6% (n=12) fewer diverse candidates make it through the interview process than when the interviewers are diverse.

*Data has been fictionalized due to client data privacy.

How equitable are promotion rates for women?



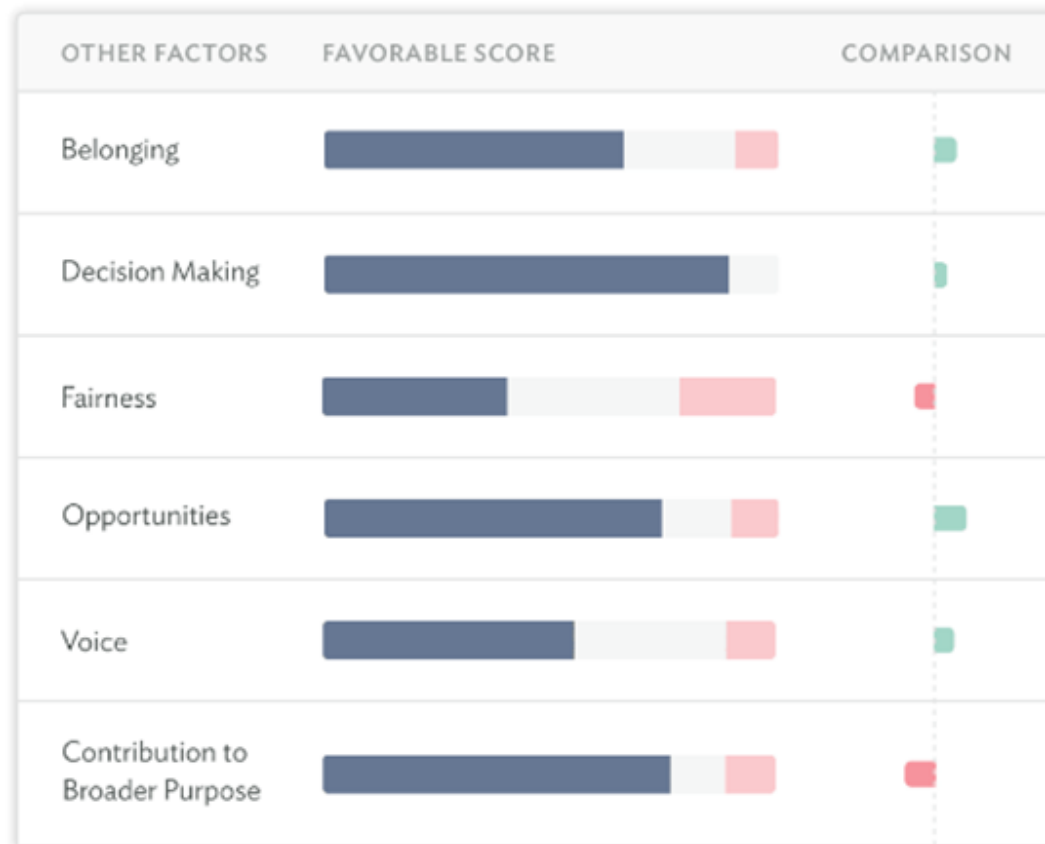
Key Findings*:

- Promotion rates for women were significantly lower than overall promotion rates in Q2 2016.
- After swift corrective action to consistently include more women in promotion slates, promotion rates for women have become more equitable.

Perceptions: Employee experiences that are self-reported.



To what extent do our people experience DEI&B at work?

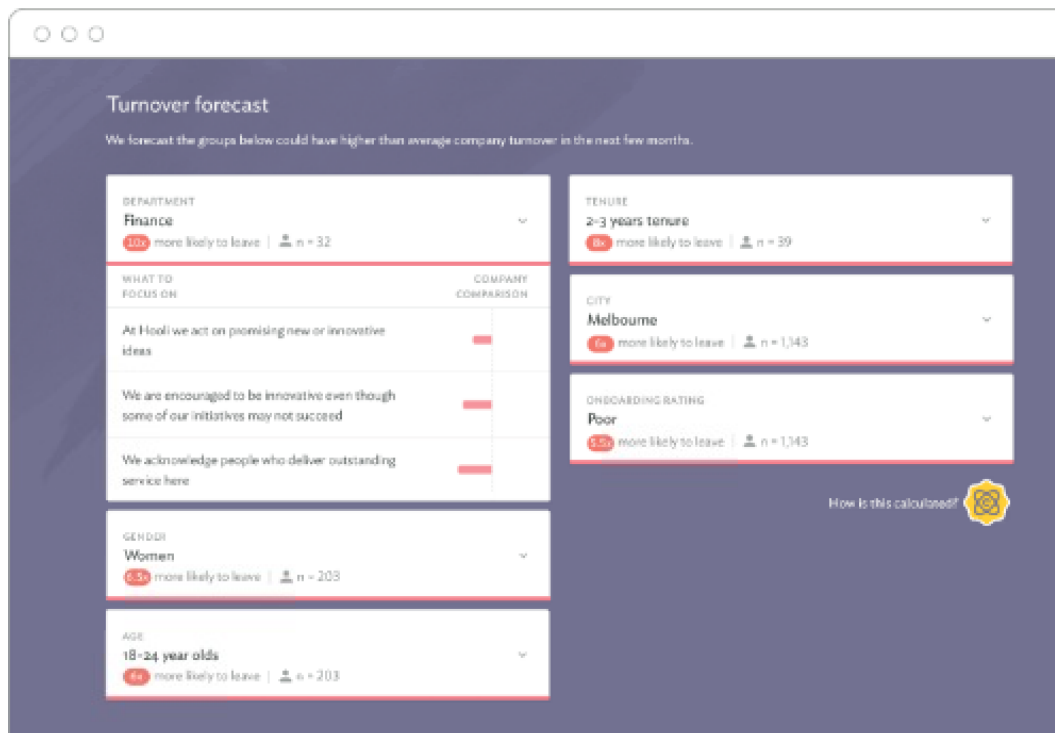


*Data has been fictionalized due to client data privacy.

Key Findings*:

- Women rated the company more favorably on belonging, decision-making, opportunities and voice.
- By comparison, women rated the company lower on fairness and contribution to purpose.

To what extent do DEI&B (and other) workplace perceptions impact turnover?



*Data has been fictionalized due to client data privacy.

Key Findings*:

- Women are 6.5x more likely to leave than men.
- DEI and workplace perceptions with demographic data can be linked to:
 - Predict turnover.
 - Highlight group disparities.
 - Identify actionable drivers.

Behaviors: Employee communication / collaboration patterns mapped from digital work streams.

How inclusive are we, really?

Organization's Social Network Graph by Ethnicity

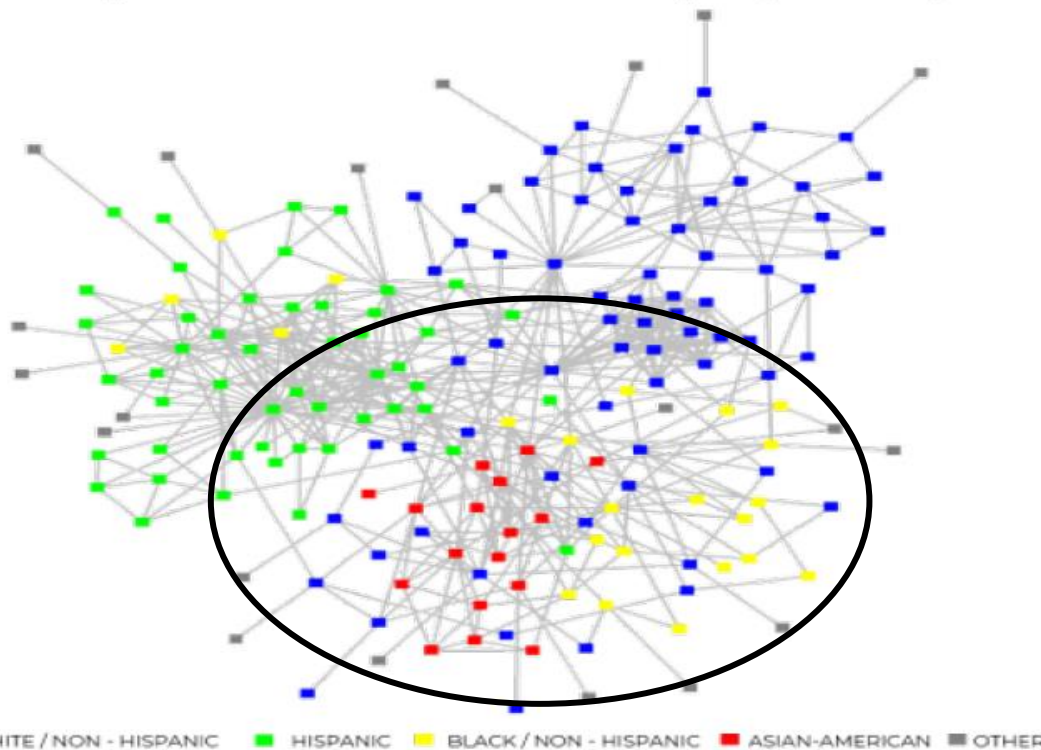


Fig 1. Different groups can have very different levels of network integration

*Data has been fictionalized due to client data privacy.

Key Findings*:

- Certain groups in the organization have more ethnically integrated networks than others.

How inclusive are we, really?

Organization's Social Network Graph by Ethnicity

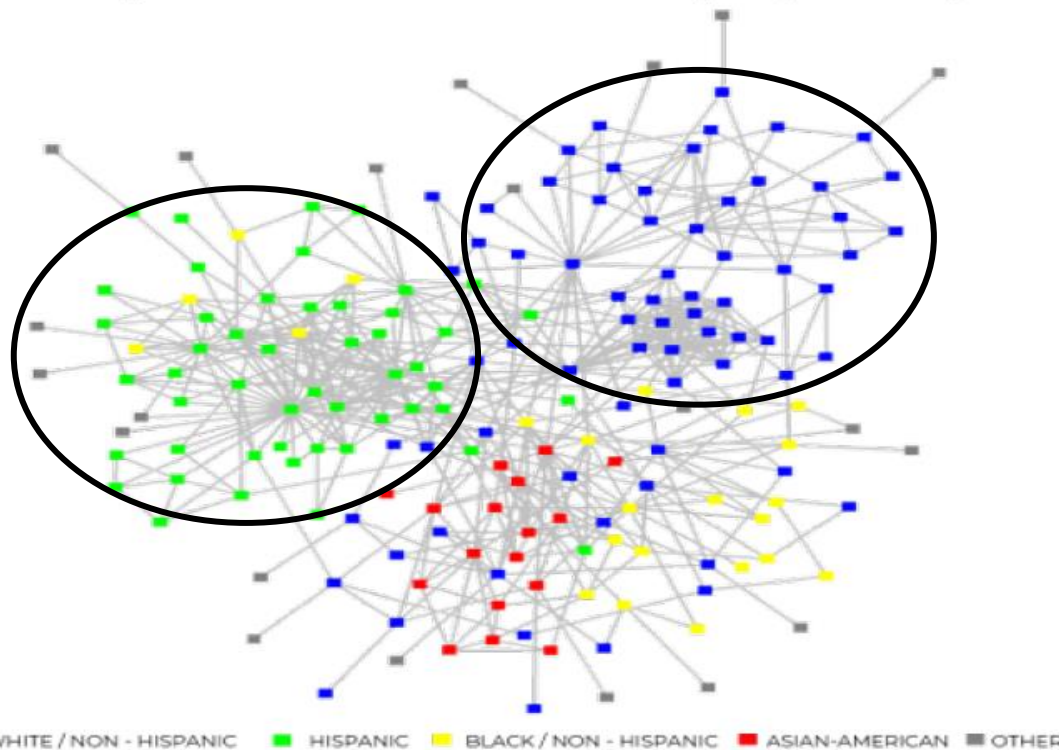


Fig 1. Different groups can have very different levels of network integration

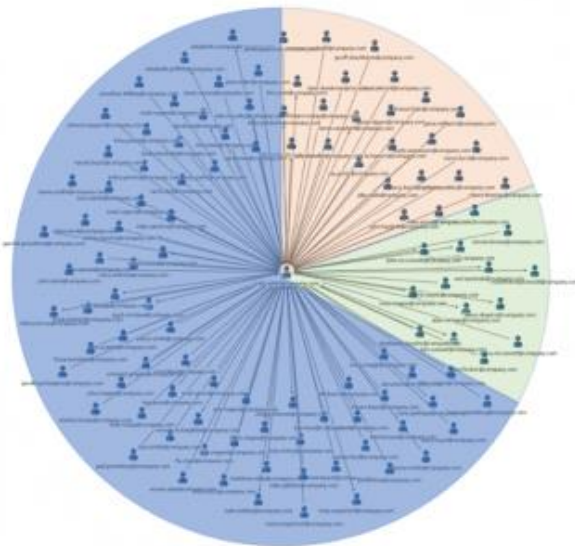
*Data has been fictionalized due to client data privacy.

Key Findings*:

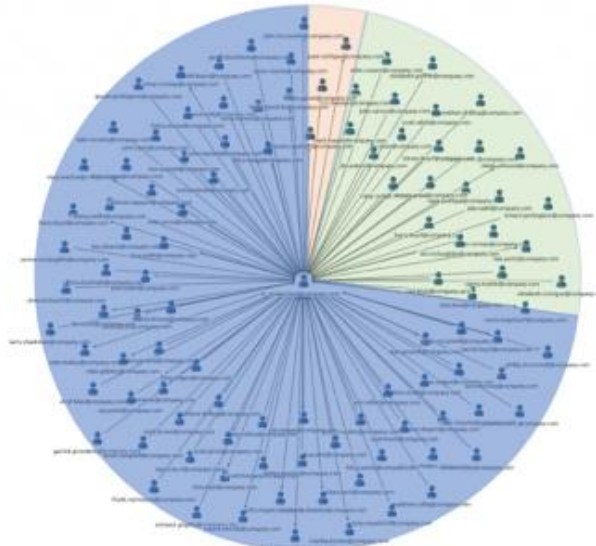
- Warning signs of ethnic-based exclusion are evident for certain networks and certain ethnic groups (e.g., Other).

How inclusive are our networks at the top?

Male Employee's strongest internal relationships



Female Employee's strongest internal relationships



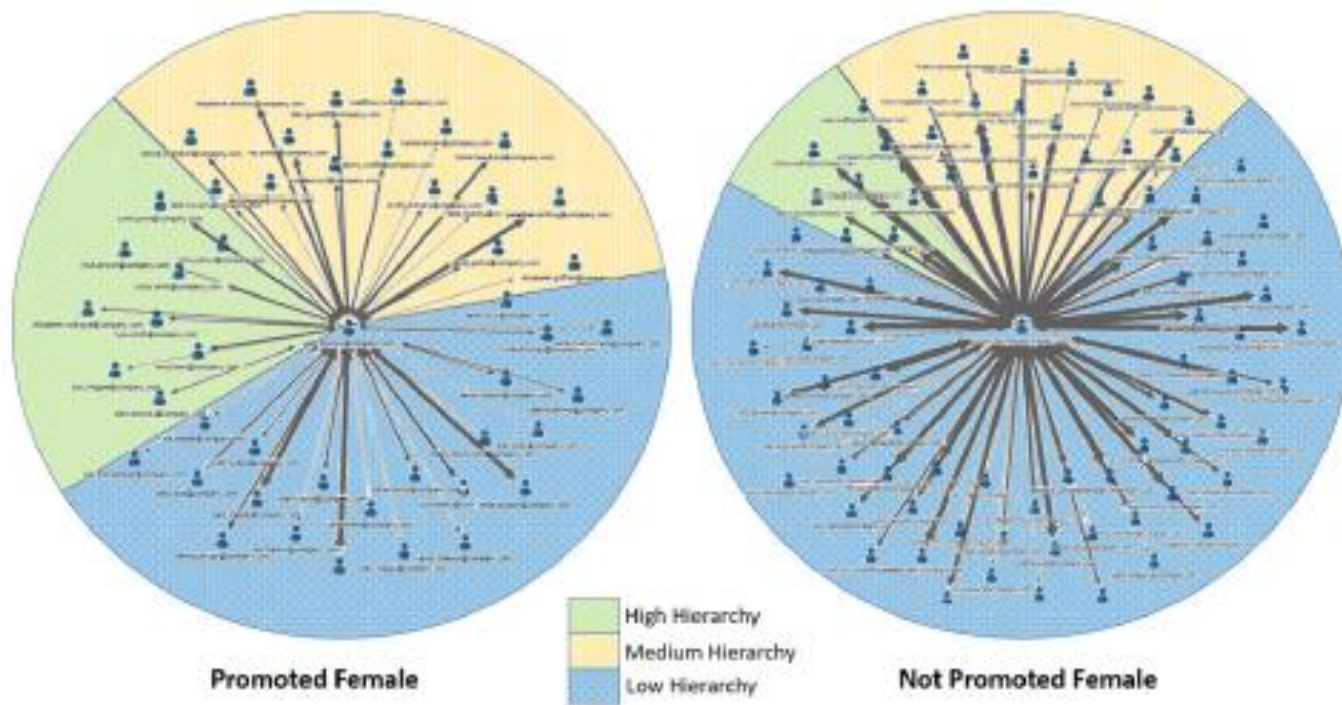
| Relationship Type | Male | Female |
|-------------------|------|--------|
| Higher Grade | 22 | 4 |
| Same Grade | 15 | 27 |
| Lower Grade | 76 | 83 |

Key Findings*:

- Men's strongest relationships are 5-6x more likely than women's to be at a higher grade.
- Women's strongest relationships are more likely than men's to be at the same or lower grade.

*Data has been fictionalized due to client data privacy.

...and how does network inclusivity impact promotion equity?



Key Findings*:

- Women who are promoted tend to have significantly stronger internal networks with people who are positioned medium/high on the organization hierarchy than women who are not promoted.

*Data has been fictionalized due to client data privacy.

03

Questions?



Thank you

GET IN TOUCH. Remaining agile and resilient in any climate requires smart, efficient HR decisions and investments. We can help. Reach us at talentandculture@lockton.com.

www.lockton.com/talent-and-culture

© 2020 Lockton, Inc. All rights reserved.



LOCKTON[®]

UNCOMMONLY INDEPENDENT