



Data Driven Inclusion:

Critical Metrics to Measure

Manufacturers Alliance

March 6, 2025



Bridgette Scales

Managing Director, Seramount Advisory
she/her



We empower the world's most inclusive
and high-performing workplaces.



Insight-Powered Solutions Trusted by Talent and HR Leaders

TALENT SOURCING

**Identify, Engage
and Hire Top
Early Career
Talent**

Branding and recruiting platform that surfaces engaged, prepared candidates more efficiently, effectively and at scale

ASSESSMENT AND STRATEGY

**Uncover the Real
Levers to Unlock
Enduring Employee
Engagement**

Actionable intelligence into the employee experience powered by innovative technology and over 40 years of workforce data and insights

RESEARCH AND ADVISORY SERVICES

**Set Strong DEI
Foundations and
Build Adaptable
Roadmaps**

Expert guidance rooted in research and experience to support and advance your strategic talent and DEI priorities in every environment

LEARNING AND DEVELOPMENT

**Create a
More Resilient,
Connected
Workforce**

Impactful content designed and delivered to inflect productivity and positive behavior change at every level

We partner with **500+** corporations,
government entities, and nonprofits **globally**.

Including **~50%** of the Fortune 100
and **~25%** of the Fortune 500.

Aligning to the DEI strategy

Inclusion Is An Imperative



Culture and People

Bringing the right people into the organization that model and advance business goals and company values



Strategic Choices

Offer opportunities for employees to be change agents on organizational culture and how products/services are delivered



Operational Excellence

Creating a supportive environment where employees perform to the best of their abilities and accountability is aligned to DEI best practices



Growth and Value Creation

Issues are transformed into outcomes which are organized focus areas that advance strategic goals



Checkpoint: Which metrics and measurements are most used by your organization to demonstrate success?

Poll Question #1:

Which metrics and measurements are most used by your organization to demonstrate success?

Response Options (Choose all that apply)

Revenue or Sales Results

Market Share

Profitability

Talent Representation (demographics)

Talent Retention Rates

Employee Engagement Scores

Net Promoter Scores

Something Else (*share via chat*)

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Best Practices for Assessing DEI



1.

Align DEI Metrics with Business Goals

2.

Measure Both Representation & Experience

3.

Disaggregate Data to Uncover Inequities

4.

Leverage Employee Feedback

5.

Establish Baselines & Set Aspirations

6.

Integrate DEI Metrics Across Functions

7.

Incorporate Intersectionality in Analysis

8.

Monitor ERG Effectiveness

9.

Regularly Benchmark Against Industry Standards

10.

Communicate Results Transparently



Don't Cheat Your Assessments

Using the right tools to source the right data ensuring alignment, clarity, and success.

Checklist Sections

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Assessments



- Cultural Assessments
- Situational Assessments
- SWOT vs SOAR vs PESTLE



Goals and
Objectives



- Goals and objectives are informed by the findings from assessments.
- Goals should be prioritized based on impact and need



Metrics and
Measurement



- Metrics measure outputs and outcomes
- Measurements are indicators of progress which give a comprehensive view of success

DEI Analytics



Each organization will pursue DEI analytics uniquely, so consider these areas of focus that align with the realities of your team

Diversity Performance



Examples include:

- Change in representation of historically excluded groups in the workforce
- Promotion into leadership for historically excluded talent
- Sponsorship and mentorship opportunities
- ERG leader compensation

64%

Inclusion Index participants require diverse succession planning slates

Diversity Metrics



Examples include:

- Racial/ethnic representation
- Gender and LGBTQIA+ representation
- Generational representation
- Disability/neurodivergent representation

90%

Inclusion Index Participants set %change goals for diverse representation

Inclusion Metrics



Examples include:

- Active ERG participation
- Employee retention and advancement process
- Pay equity
- Social equity metrics

93%

Inclusion Index participants that consistently conduct pay-equity analyses

Identifying Your Key Indicators



Using Effective Metrics to Inform Your Strategy



Leadership

Leading Indicators

- Training attended
- Events attended
- Sponsor/Mentor
- 360 Feedback
- Employee Surveys

Lagging Indicators

- Demonstration of inclusive leadership behaviors/behavior change
- Cultural Competencies/global mindset
- DEI scorecards



Workforce

Leading Indicators

- Representation
- Promotions
- Hires
- Attrition

Lagging Indicators

- Promotion/succession opportunities
- Development opportunities
- Recognition
- Performance Ratings
- Pay equity



Market

Leading Indicators

- Community events
- Community investment
- Clients reached
- Brand recognition

Lagging Indicators

- Revenue growth/Expense reduction
- Market share
- New products/idea generation
- Brand awareness
- Supplier Diversity

Poll Question #2:

Internal scorecards can effectively indicate overall organizational success.

Response options:

True

False

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Benchmark via Inclusion Index Survey

Seramount Inclusion Index Categories



U.S. Inclusion Index

While we can support most initiatives, these are areas of Seramount expertise where organizations often want to focus

Transparency in Demographics

- Overall representation
- Top 20% of Earners
- Board of Directors Promotions

Recruitment, Retention, & Advancement

- Self-ID
- Recruitment
- Employee Resource Groups
- Mentoring/Sponsorship
- Leadership Development

Company Culture

- DEI Goals
- Manager Accountability
- Crisis Communication
- Supplier Diversity

Demographics

- 9 Overall Representation
- 14 Promotions
- 19 Hires
- 22 Executives Reporting to CEO
- 25 Board of Directors

Demographic Information

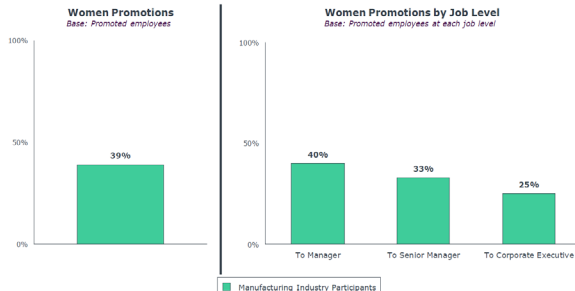


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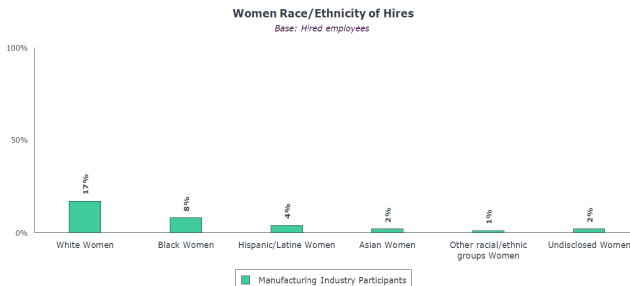
Overall Representation: Women by Job Level



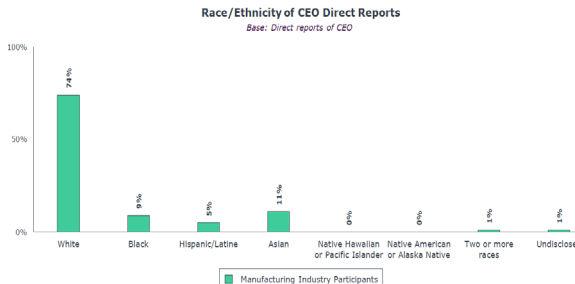
Promotions: Women by Job Level



Hires: Women by Race/Ethnicity



Corporate Executives Who Report Directly to CEO



Best Practices in Recruitment, Retention and Advancement Programs

- 27 Self-Identification
- 29 Recruitment
- 31 Employee Resource Groups (ERGs)
- 37 Advancement Programs - Mentoring & Sponsorship
- 43 Leadership Development and Succession Planning
- 48 Racial Equity & Mental Health

Best Practices: Recruiting, Retention & Advancement

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Nontraditional Recruitment

Importance of Inclusive & Nontraditional Recruitment

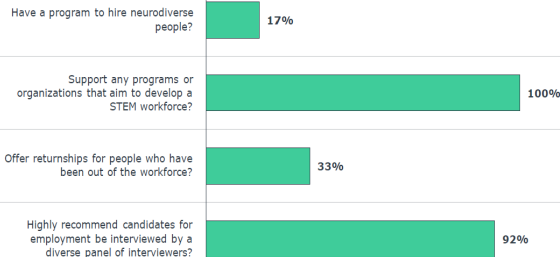
- Helps ensure a diversity of socioeconomic backgrounds and experiences.
- Supports diversity in interviewers and cultural competence in questioning.

Nontraditional Recruitment Programs Offered

Programs	Manufacturing Industry Participants
Community colleges	83%
Apprenticeships	75%
Technical/vocational schools	83%
Workforce-development programs (teaching career and technical skills)	67%
Talent-sharing programs	17%

Nontraditional Recruitment

Does Your Company:



Manufacturing Industry Participants

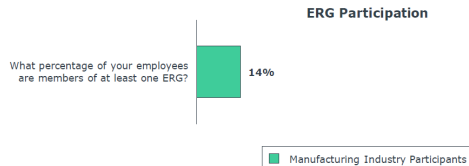
Best Practices: Recruiting, Retention & Advancement

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Employee Resource Groups (ERGs)

Importance of Employee Resource Groups

- Often lead efforts to drive workplace inclusion.
- Mirror changing population to support cultural education.



Employee Resource Groups (ERGs): Leadership Incentives



Among Companies That Offer Incentives, Method Of Incentive:

Incentive Offered	Manufacturing Industry Participants
Full-time salary	0%
Additional salary	0%
Bonus	20%
Gift cards	0%
Additional time off	0%
Other	80%

■ Manufacturing Industry Participants

Company Culture

- 56 Crisis Communication
- 28 Manager Accountability
- 61 DEI Structure
- 67 Pay Equity
- 70 Supplier Diversity
- 75 Philanthropic Giving

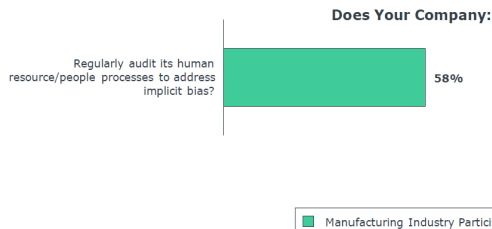
Company Culture



Auditing For Implicit Bias

Eliminating Bias in Workplace Policies

- Examine questions, processes, and evaluations to assess cultural competence and implicit advantage.
- Address changes in inclusive language.



Auditing For Implicit Bias: Processes Impacted

Among Companies That Audit

HR Process Audited	Manufacturing Industry Participants
Sourcing	100%
Recruiting	100%
Interviewing	86%
Onboarding	57%
Performance management development planning, promotions, and terminations	71%
Succession planning	86%
Other	0%

DEI Policy: Publicly Stated Policy

Where Is Your Company's Publicly Stated DEI Policy?

Policy Location	Manufacturing Industry Participants
Company's public website	92%
Intranet/internal website	83%
Annual report	67%
Other publication, e.g., corporate social responsibility report	83%
Employee code of conduct and/or handbook	67%
Social media (Facebook, LinkedIn, Twitter)	42%
Other	8%
Company does not have a publicly stated policy on DEI	0%

Putting DEI Data to Work

Scorecard vs. Dashboard Definition

Scorecard

- A **performance management system** that captures a snapshot of company conditions and may compare data to strategic goals.
- Used to show the overall progress and determine if the organization is reaching its goals and making progress.

Dashboard

- A comprehensive **performance monitoring system** that uses graphs, charts, and other visual representations to continuously review progress made toward key performance indicators (KPI).



A scorecard and dashboard complement each other. A scorecard is a visual representation of a company's KPI's. A dashboard displays metrics that the company is tracking across functions.

The Importance of DEI Communications

“DEI Communications can help to shift the organizational tone towards the language of inclusion, disrupt old beliefs and embrace new ones, and support inclusion and belonging.”



Elevates
Accountability



Minimizes
Assumptions



Increases
Awareness



Establishes
Trust

Poll Question #3:

Who should your communication be geared towards?

Response options:

Employees

Senior Leadership

Community Partners

Investors

Consumers / Customers / Clients

All of the above

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Determine Your Audience



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Internal Audiences Include:

- DEI Councils
- Executive Leaders/Board Members
- Entry- and Junior-Level Talent
- Front-line Workers
- Mid-Level Managers



External Audiences Include:

- Consumers/Customers/Patients/Clients
- Suppliers
- Investors
- Government Agencies
- Community

Q&A



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