Measuring Inclusion Impact Beyond Traditional Metrics

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Adapting Strategies in a Changing Environment

- Traditional DEI measurements relied on numerical goals, benchmarks and external reports
- Many organizations are now opting out of publicizing or setting numerical targets
- This shift presents a challenge: how do we assess DEI success by complementing traditional metrics (recruitment, retention and promotions) with qualitative assessments
- Given the changing environment, today's discussion will explore creative, holistic approaches to measuring inclusion efforts
- Today's Goal: Equip you with tools to build a meaningful inclusion evaluation framework

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Affinity Groups/ Employee Resource Groups

Annual Education

3

Affinity Groups/ Employee Resource Groups

- > Engagement: Event participation, leadership involvement
- > Impact: Foster inclusion, networking, mentoring and professional growth, influence on culture
- > Effectiveness: Feedback surveys, active membership

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Workplace Culture and Inclusion

Annual Educatio...

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Workplace Culture & Inclusion

Demographic analysis of attrition, billable hours, DEI hours and lateral hire success

Frequent and regular review of demographics on a firmwide and on a PG level

- Listening Sessions: Creating Open Dialogue
- Pulse Surveys
- Anonymous feedback box
- Restorative Circles

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Cultural Heritage and Awareness Programs

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Cultural Heritage and Awareness Programs

Program Engagement & Participation: Evaluate both live and post-event feedback

Behavioral Changes: Survey and track programs that have sparked the most change

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External Measurements

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External Measurements: Certifications & Benchmarks

- ABA, American Lawyer, Corporate Equality Index, MCCA, Mansfield Rule, NALP, Vault, Seramount
- Align with organizational goals: Ensure they align with the organization's DEI Strategy and values
- Consider Benchmarks that go beyond rankings and provide actionable insight
- Supplement benchmarks and certifications with internal assessments

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Career Development Programs/ Sponsorship Programs

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Career Development Programs

Retention & Advancement: Measure success by tracking retention rates and analyzing career progression over time

Sponsorship & Mentorship Impact: Measure the quality and frequency of meet-ups, survey participants' experience

Skill Development Opportunities: Provide opportunities to develop key skills that drive professional growth and career enhancement

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External Sponsorships

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External Sponsorships

› Strategic Alignment Assessment: Collect information upfront on the expected benefits of the sponsorship and alignment with DEI strategy and goals

› Business Development: Assess the ROI by tracking new client relationships, strengthened client relationships and revenue generated from sponsorships

› Lateral Recruiting: Track lateral hires referred and gained through sponsorship events

› Professional Development: Determine impact assessing career development and the increased opportunities to refine skills as a result

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Leadership Engagement

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Leadership Engagement

> Inclusive Leadership: Review the number of leaders who proactively engage as inclusion leaders

> Incorporate inclusive leadership as part of measuring firm citizenship

> Leadership membership and engagement in the D&I Committee and affinity groups

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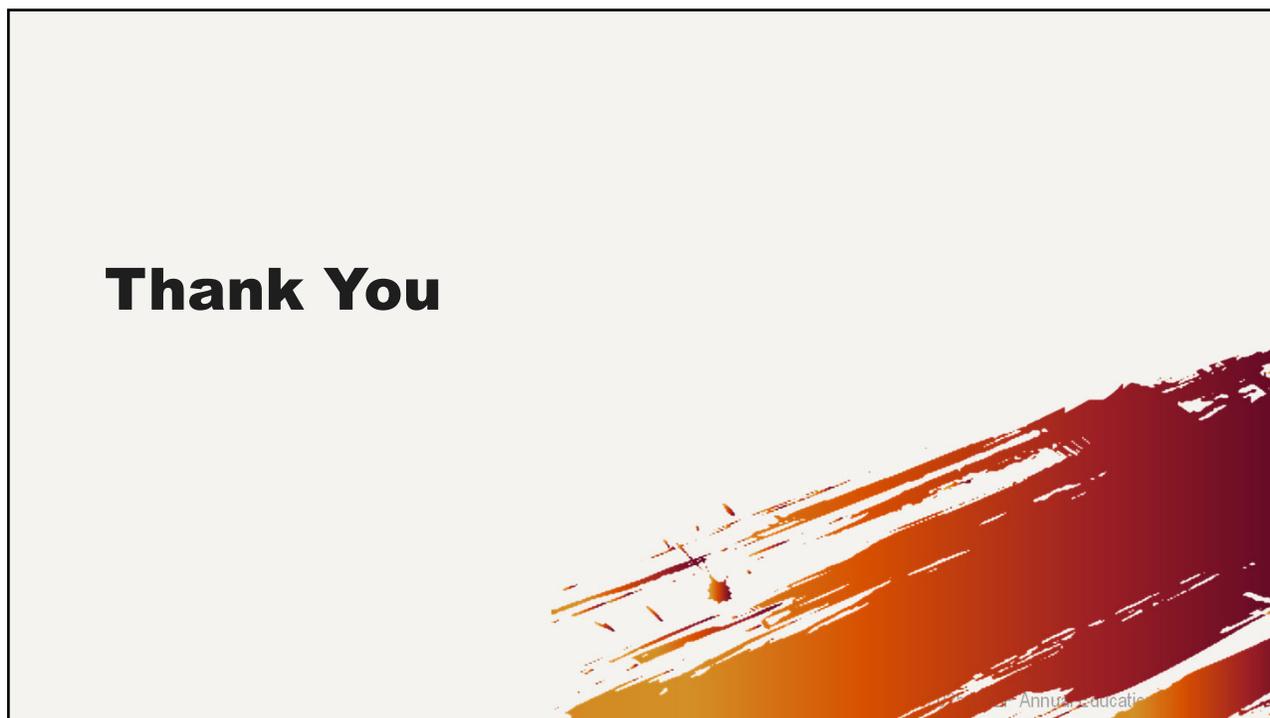
Future of DEI Scorecards

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DEI Scorecard Resources

1. MCCA Scorecard https://mccascorecard.com/
2. *50+ Examples of DEI Scorecards and Annual Reports* – Senior Executive Media https://seniorexecutive.com/diversity-scorecard-dei-annual-report-examples/
3. *Are Your Organization's DEI Efforts Superficial or Structural?* – Harvard Business Review https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural
4. Measuring Belonging in the Workplace https://seramount.com/wp-content/uploads/2024/12/Toolkit_Measuring-Belonging-in-the-Workplace.pdf?

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Questions

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Thank You

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50+ Examples of DEI Scorecards and DEI Reports

Studying sample diversity scorecards, DEI scorecard templates, and annual DEI reports from peers can help you improve your own system for measuring progress on DEI goals.

by **Senior Executive Media Editors** *on* **November 9, 2023**

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QUICK TAKE

Use diversity or DEI scorecards, also known as diversity dashboards, to track the diversity of your workforce and better inform your future business decisions based on tangible results.

To track year-over-year progress, you can create DEI reports on an annual basis to measure the long-term impact of your DEI goals.

See examples of DEI scorecards and reports from organizations such as Apple's DEI report and Wells Fargo's DEI report for inspiration.

Editor's Note: This piece was originally published by [Sophia Wu](#) in May 2023 and has since been updated by [Taylor Odisho](#).

When the [University of](#) Southern California Center for Urban Education first approached the idea of using data to identify and address equity gaps across college campuses, they might not have realized they had developed a tool that could translate beyond the quad and into the workforce. Their Equity Scorecards, as they are now known, have been used to measure diversity, equity, and inclusion (DEI) at various organizations and develop their diversity scorecards. Since then, companies across the globe from Deloitte to Apple have developed their own annual DEI reports. Use this resource to develop your own DEI report template or DEI scorecard template, and learn from fellow organizations how they approach presenting DEI scorecard metrics.

Use the quick navigation links below to jump ahead to a specific topic:

[What is a diversity scorecard?](#)

[What is a DEI report?](#)

[Diversity Scorecard and DEI Report Examples](#)

[4 Key Elements of a Good Diversity Dashboard](#)

What Is a Diversity Scorecard?

While businesses continue to stress the importance of DEI at work, it poses the question of how to do so quantitatively. Corporate leaders should be implementing DEI efforts in hiring, recruiting, retention, and promotion practices — and tracking the work using metrics. For example, if DEI leaders want to increase the number of BIPOC candidates in their talent pool, are there data-driven pathways to do so? How can leaders track the results to prove the business impact?

Diversity or DEI scorecards, also known as diversity dashboards, are visual snapshots of an organization's progress with its DEI goals, tracking their representation using data. Leaders can interpret this data to determine what strategies are working and to determine what key performance indicators have room for improvement. Scorecards can be used to evaluate how diverse their workforce is and to inform future business decisions.

Having a comprehensive DEI scorecard allows you to identify areas of inequity so that you can develop functional strategies to address them. It's also important to note that

changing your people strategy or procurement plans takes time to fully realize the benefits and outcomes. Setting expectations and conducting monthly or quarterly reviews are great ways to start measuring your DEI goals.

> Related article: **[3 Must-Dos for Collecting Employee Demographic Data Beyond Race and Gender](#)**

What Is a DEI Report?

A DEI report, also known as a diversity report, is created to show trends over a certain timeframe. Organizations often opt to release their DEI report on an annual basis as a method of transparently tracking their year-over-year progress toward their DEI goals. Most companies release the report tracking progress for the prior year around April or May.

Your organization may also opt to release more specialized, one-off DEI reports. For example, in March 2023, energy firm BP published its sixth annual [U.K. gender and ethnicity pay gap report](#), analyzing pay equity at the firm in 2022.

50+ Diversity Scorecard and DEI Report Examples

For inspiration on how to create a DEI scorecard or report, you can look to a variety of organizations, including Accenture, Wells Fargo, and Apple. Or, if you already have your own company DEI report, you can compare yours to the below examples to determine how your DEI efforts stack up against other organizations.

[wpdatatable id=2]

*At **Senior Executive** DEI, we are constantly speaking with DEI leaders and looking for good examples of DEI scorecards and DEI reports. To recommend reports to add to this list, please contact Senior Executive Media at editor@seniorexecutive.com.*

4 Key Elements of a Good Diversity Dashboard

While there's a lot of data that can be measured on a DEI scorecard, it's important to narrow down your company's scorecard to the specific metrics and key performance indicators that are most useful for reaching your specific DEI goals.

Be sure to consider these four areas when determining how to create a diversity dashboard.

1. Employee Demographics

Employees' backgrounds and experiences can help shape HR decisions, such as health care plan options or work hour flexibility. **Gender, age, race, ethnicity, and neurodiversity** are some key demographics to measure and analyze. Google has expanded its autism community, for example.

2. Leadership Demographics

It's important that leadership reflects the diversity of their employees company-wide. This can improve professional relationships and pave pathways for equality and inclusivity for future leaders and employees. Measuring how diverse your leaders are in a scorecard provides a guide to help companies work toward specific goals. For example, last year, Adidas made a commitment to prioritize promoting women to leadership positions when creating their goals and objectives. Since then, the percentage of women in management positions increased to 37%, just a few percentage points shy of its target of 40% by 2025.

3. HR Practices

Measuring DEI in HR practices — including recruiting and hiring, retention, and compensation — is crucial to successfully creating and maintaining diverse teams. On top of gathering quantitative data, you can also use surveys to collect some qualitative information, such as why employees of underrepresented groups are leaving the organization. This can also look like onboarding and learning development. For example, Walmart has established inclusive growth programs designed to upskill employees, such as Cultural Competence, Disability Inclusion in the Workplace, and Leading Across

Generations. When devising your own DEI scorecard, here are some questions to consider asking employees about the following HR topics:

Recruiting and Hiring

Take a look at how unconscious bias might be affecting your talent acquisition.

> How many people from underrepresented groups are being recruited and selected for an interview? How many get to the final stages of the interview process?
>
> How many people from underrepresented groups are being hired in upper management and senior leadership roles?

Retention and Turnovers

How quickly employees leave versus how long they stay can indicate whether they are being treated fairly at the company.

> How many people of underrepresented groups are getting promoted each year?
>
> What are the retention and turnover rates for people of underrepresented groups?
>
> How have retention and turnover rates fluctuated over the years?

Compensation and Benefits

Analyzing your current compensation packages can help ensure your company achieves [pay equity](#) and provides benefits that are accommodating your team's different needs.

> What are the pay gaps for underrepresented groups?
>
> What benefits are being increased (i.e., flexible working hours for young parents or sick leave for the chronically ill) on a year-over-year basis?

4. Supplier Diversity

Having a [diverse supply chain](#) is essential to expanding economic opportunities and creating cohesive communities. This can look like securing suppliers from underrepresented groups such as minority- or woman-owned enterprises and increasing

financial spending in those communities. Benchmarking spending with suppliers can give an accurate depiction of the direction of your company's DEI plans as well as where it currently stands.

You can also create an integrity guide or supplier inclusion mission statement to better determine your goals and objectives. For example, General Electric has a Supplier Diversity & Inclusion Statement, in which they assert they only will conduct business with suppliers who follow the GE Integrity Guide for Suppliers and do not engage in discrimination. Some of its suppliers include small businesses; small disadvantaged businesses; and women-, veteran-, disabled veteran-, LGBTQ-, and minority-owned businesses.

Resources

The Diversity Scorecard – Routledge, Taylor & Francis Group

How to Create a Diversity Scorecard – Society for Human Resource Management

Related article: **4 Unique Challenges Confronting University DEI Leaders This Fall**

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Categories: **DEI   DEI Initiatives   DEI on Your Leadership Team   DEI Resources   DEI Training**

Diversity, Equity and Inclusion (DEI) in Hiring and Recruiting   Diversity, Equity and Inclusion (DEI) Metrics

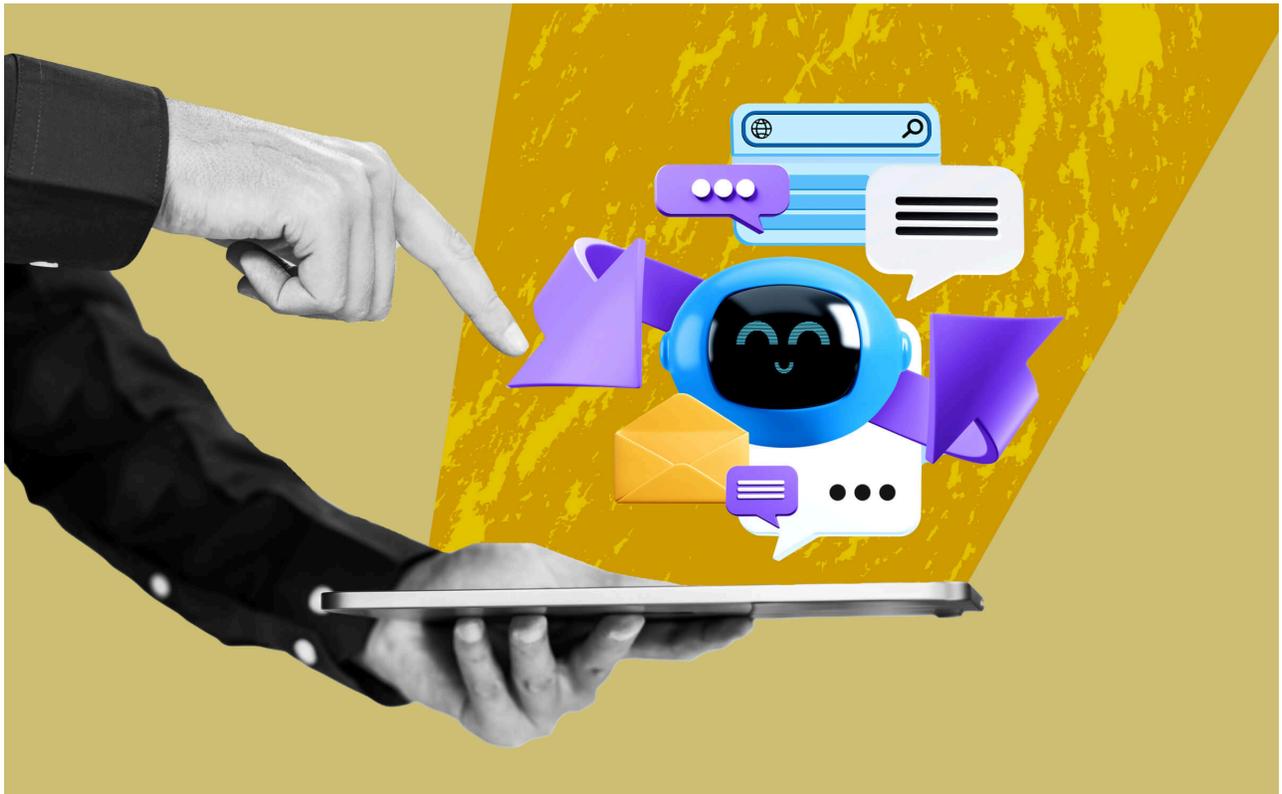**Diversity, Equity and Inclusion (DEI) Strategy**

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Books on Diversity, Equity, Inclusion and Belonging (DEIB)

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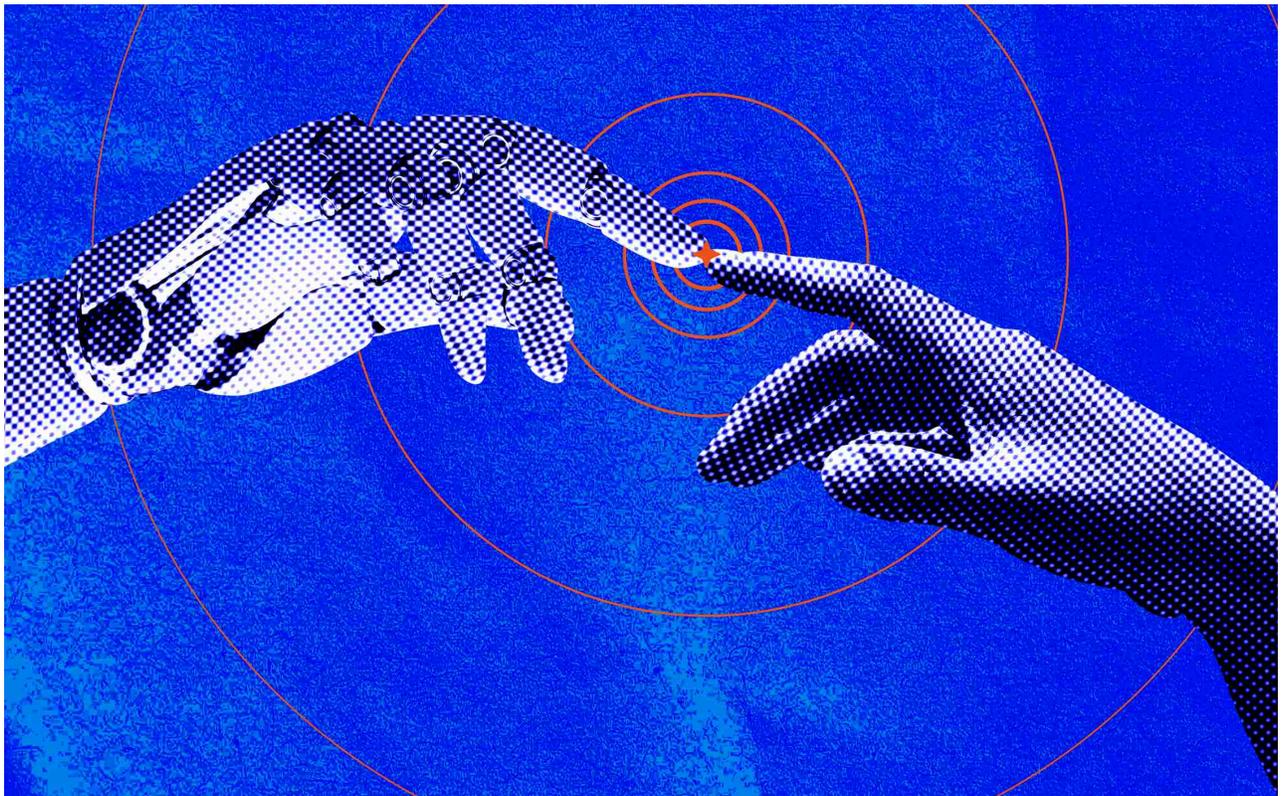
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Diversity And Inclusion

Are Your Organization's DEI Efforts Superficial or Structural?

by Tsedale M. Melaku and Christoph Winkler

June 29, 2022

fototrav/Getty Images

Summary.   What can organizations do to determine if their DEI initiatives are mere scaffolds or performative solidarity — or whether they're actually positioned to put racial and gender equity at the center of the company's core values and move the...

more

Diversity, equity, and inclusion efforts are not a "thing" like a program, office, or title. They cannot rest on a single person, initiative, or place. For too many organizations, DEI ends up a mere scaffold that does little to bring about actual, substantive change. And scaffolds are additive, instead of becoming integral parts of the existing organizational structure.

We have watched these scaffolds evolve in a number of ways over the last two years, including the spate of organizations hiring Chief Diversity Officers (CDOs), frequently women of color, without empowering them to root out the cause of systemic inequities. CDOs become the point person tasked to manage and mitigate DEI problems raised by internal and external stakeholders. They serve as a buffer for the organization's leadership and, unfortunately, the buck tends to stop there.

So what can organizations do to determine if their DEI initiatives are mere scaffolds or performative solidarity — or whether they're positioned to put racial and gender equity at the center of the company's core values and move the needle on change. Building on our personal and professional experiences, research, and work with organizations, we developed the following framework intended to help leaders move DEI to something deeply woven into an organization's mission, culture, and values. We describe them here as a series of questions leadership teams should ask themselves, including:

Are we providing equitable access to career opportunities?

While it's essential to recognize that representation at all levels in the organization is critical, it's even more important to pay attention to what happens to Black, Indigenous, Latinx, Asian, and other people of color as they gain entry into the organization. Are they afforded access to equitable professional development, mentorship, sponsorship, pay, performance reviews, networking, and opportunities for advancement and promotion?

We suggest going beyond a diversity "scorecard" approach that measures progress in descriptive terms. These scorecards are often flawed as they look at progress incrementally in relation to peers. In particular, the emphasis of scorecards is on quantification as opposed to the qualitative experiences of individuals which can speak to high attrition, low promotion, and advancement rates. We recommend organizations utilize both the numeric value of representation and couple this with strategic ways to measure the actual experiences of individuals within the organization.

Are we promoting a culture of allyship?

Leaders too often remain silent in the face of overt and subtle forms of racial aggression, making them complicit in upholding systemically racist structures. For organizations to promote a culture of allyship that ultimately raises accountability at individual and organizational levels, they need to do the work of empowering individuals to take risks to create the environment that will sustain change. This requires acknowledging, supporting, and rewarding behaviors and practices that promote equity across the organization.

Leaders need to be vocal and transparent about what allyship means within their workplace, how every individual can practice it, and how every individual can contribute to building an inclusive and equitable environment. This requires evaluating internal practices and policies, developing sustainable equity programs that target systemic issues such as pay, and creating a reward structure that acknowledges the impact of authentic allyship on workplace culture.

Have we made a public commitment to DEI with external partners? And are we prepared for pushback?

When an organization's leaders make themselves publicly accountable to the realities of systemic racism and other inequities, we begin to see metrics and deliverables that target structural change. In the last two years, the heads of organizations, including Nasdaq, Goldman Sachs, and The Coca-Cola Company, have made public announcements not just about their general commitment to diversity and equity but to how they will hold themselves and their business partners accountable.

Nasdaq issued a proposal that requires Nasdaq-listed companies to disclose their board diversity with regards to "self-identified gender, race, and self-identification as LGBTQ+." Based on board size, companies will be required to have at least one person from an underrepresented group for boards with less than five people, and a minimum of two for larger boards within a set period. If companies do not comply with Nasdaq's diversity objectives, they will be required to explain why they are unable to meet these objectives.

Similarly, in 2020, one of Goldman Sachs' diversity initiatives targeted boards, where they planned to only underwrite IPOs of companies with at least one diverse board member. In 2021, they increased this to at least two members, of which at least one must be a woman.

The Coca-Cola Company, meanwhile, has undergone its own, quite public, journey on diversity initiatives. In September 2020, they hired Bradley Gayton as general counsel. He outlined new diversity initiatives compelling all law firms the company contracts with to establish clear diversity and accountability metrics via an open letter in January 2021. This set an important precedent since it ultimately puts pressure on law firms to hire and develop a more diverse workforce. For instance, 30% of the billable hours must go directly to diverse attorneys, of which half

must be Black lawyers. As a result, law firms are forced to rethink hiring, retention, and promotion strategies, making a diverse workforce a requirement instead of an aspiration. And Gayton's strategic targeting of Black lawyers paved the way for them to receive the necessary professional development, substantive assignments, and networking opportunities that would increase their chances for promotion and advancement.

While Coca-Cola was initially lauded for this bold diversity objective, it soon faced backlash from dissenters who argued that these new diversity goals were discriminatory. This led the initiative to come to an abrupt pause following the unexpected resignation of Gayton in April 2021. There was strong pushback from company shareholders who believed the initiative was violating the fiduciary responsibilities of the board since they feared potential lawsuits in violation of Title VII and IX of the 1964 Civil Rights Act, as well as the American Disabilities Act. Given the outside pressures and internal pushback, The Coca-Cola Company recently confirmed that this diversity initiative has never gone into effect, and it will not move forward.

Public commitments are essential mechanisms to establish clearly defined accountability metrics across all stakeholder groups. While substantive and structural changes are often met with pushback, these statements need to be followed with a conviction toward long-term outcomes that invite everyone to become part of that change, potentially forcing organizations to rethink whom they do (or do not do) business with.

Do we know how we'll measure our progress (or lack thereof?)

While we know that substantive change often does not happen overnight, we cannot become complacent with slow, incremental progress. Organizations need a plan for measuring their DEI

efforts. As critical race and legal scholar Kimberlé Crenshaw argued in 1988 with respect to antidiscrimination law, "There is no longer a perpetrator, a clearly identifiable discriminator. Company Z can be an equal opportunity employer even though Company Z has no blacks or any other minorities in its employ. Practically speaking, all companies can now be equal opportunity employers by proclamation alone."

We see accountability metrics that include outside requirements as a potential catalyst for better, faster change. For example, at a law firm, requiring a breakdown of the racial and gender makeup of teams, as well as billable hours, and quantifications of substantive work assignments during the contract negotiation process would provide transparency with respect to diversity goals. In other industries, these could take the form of vendor or supplier requirements, banking strategies, and other ways to connect the ways of doing business with the need for substantial DEI progress. These outside requirements may utilize penalties or incentives based on compliance.

Leaving DEI scaffolds in place can create the "illusion of inclusion," which organizations must fight against. A moral imperative is lost when these efforts become a signal instead of a cultural and social necessity. It becomes a public relations and human resource function that maintains the status quo. It is only through critical self-examination that organizations can learn to face this uncomfortable reality, which has the potential to empower them to create an equitable work environment based on a foundation and culture of shared responsibility and organizational accountability.

Consider that since 1955, out of 1,800 CEOs in Fortune 500 companies, there have only been 22 Black chief executives. Presently, there are only five Black CEOs in the Fortune 500. A

similar picture presents itself in the legal profession where Black men and women lawyers remain abysmally underrepresented in partnership positions, at 1.36% and .86%, respectively. Similar issues can be observed in academia, medicine, and STEM. This systemic leadership gap makes it apparent that Black decision-makers are still not seated at the table today, despite the call.

We start to challenge these racist and gendered systems by acknowledging their inequities and creating new ways of holding ourselves and our external partners accountable for how we either maintain or disrupt them.

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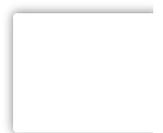
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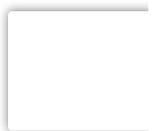
MCCA SCORECARD

Empowering legal departments and law firms the ability to measure, monitor, and improve diversity performance through data analytics.

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MCCA developed the Scorecard with a mission to enable legal departments and law firms to understand, monitor and measure diversity performance and progress. Designed and built with both legal departments and law firms in mind, the Scorecard harnesses law firm survey data collected since 2007. It is the first-ever data set and ranking for the legal industry, that gathers insights about law firm demographics, leadership composition and the hiring, retention, and promotion of lawyers who identify with an underrepresented demographic.

The Scorecard offers legal departments the ability to confidently evaluate outside counsel with objective data, helpful data insights into true diversity performance, and analysis of multiple firms at once – without the need for additional resource allocation. The Scorecard offers law firms access to tangible metrics that can help identify gaps and opportunities for strengthening DEI efforts, building competitive advantage, and developing policies that create impact and results.

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METHODOLOGY

MCCA's methodology for producing the Scorecard involved assessments of participating law firms against MCCA's own **Law Firm Diversity Database**, aggregated from its annual **Law Firm Diversity Survey** (Survey). Subject to the accuracy and completeness of the data self-submitted by each law firm in response to the Survey, a rigorous methodology was applied. Components that were not considered applicable to a law firm, or for which no data was obtained through the response of the law firm, were not included in a law firm's overall score. This was done to ensure that the methodology reflects the realities of all law firms' demographics, recruitment, retention and promotion – not a one size fits all approach.

The Scorecard is organized into Categories, Elements, and Key Components. There are four categories (1) Demographics, (2) Recruitment, (3) Attrition, and (4) Promotion relevant to each law firm's DEI practices. Each category has three elements (1) Profile, (2) Trends and (3) Key Components.

Key Components differ per category and represent a law firm's percentile ranking of the representation of underrepresented racial and ethnic groups, gender and LBGTQ+ per level and the overall disclosure of DEI data versus firms of a similar size. There are 26 components total. These components are scored individually before they are combined into their respective categorical score and percentile. The Key Components were assessed for each stage of a typical lawyer's career at a law firm, including summer associate, associate, of counsel, non-equity partner (if applicable), equity partner.

The lawyers were categorized according to gender, race/ethnicity (African American/Black, Alaska Native/Native American, Asian, Hispanic/Latinx, Multiracial, Native Hawaiian/Pacific Islander, and White/Caucasian), LGBTQ+ and disabilities as recognized under the American with Disabilities Act (ADA).

The Firms were divided into five groups based on the size of the firm: 1) up to 50 lawyers; 2) 51-100 lawyers; 3) 101-250 lawyers; 4) 251-500 lawyers; and 5) more than 501 lawyers. Firms are compared to other firms of similar size and to the industry as a whole.

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RESOURCES & FAQS

MCCA RESOURCES

MCCA has compiled a list of resources to complement the Scorecard metrics. These areas present the most opportunity to improve DEI performance and outcomes in the areas of recruitment, retention, and performance. MCCA members can access the enhanced Bias Interrupters Tools and the Strategy, Best Practices and Data Assessment Tools via the **MCCA Member Portal**.

Bias Interrupters Tools:
- Interrupting Bias in Assignments
- Interrupting Bias in Compensation
- Interrupting Bias in Hiring & Recruiting
- Interrupting Bias in Performance Evaluations
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- Interrupting Bias in Mentorship

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- Legal Department Template for DEI Strategy
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- Metrics for Success: Measurement in Diversity Initiatives

Leadership Development Experiences:
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- **Equity Track Program**
- **C-Suite Leadership Program**

MCCA SCORECARD FAQS

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SCORECARD – LEGAL DEPARTMENT QUESTIONS

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How do we request our outside counsels' Scorecards?   ⌄

MCCA LAW FIRM DIVERSITY DATABASE

About the Database   ⌄

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Which tools are available on the
Database?   ⌄

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Organization Name*

Job Title*

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MCCA RESOURCES

MCCA has compiled a list of resources to complement the Scorecard metrics. These areas present the most opportunity to improve DEI performance and outcomes in the areas of recruitment, retention, and performance. MCCA members can access the enhanced Bias Interrupters Tools and the Strategy, Best Practices and Data Assessment Tools via the **MCCA Member Portal.**

Bias Interrupters Tools:

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Measuring Belonging in the Workplace

Tools and Tactics to Create an Inclusive Workplace

The Importance of Belonging in the Workplace

The Society for Human Resource Management (SHRM) defines belonging as "how individuals feel as they engage with the rest of the organization," a step beyond the typical facets of DEI. Great Places to Work explains this as an employee's belief that their unique contributions are accepted and valued within their organization.

Research found many US workers equate belonging with respect and fair treatment, and believe it leads to better results for employees and workplaces.

88%
of US workers strongly or somewhat agree that a sense of belonging leads to higher productivity at work

76%
of US workers say having a sense of belonging at work means being treated fairly and respectfully

64%
of US workers say a sense of belonging at work means having their perspective and/or contributions valued by their colleagues and superiors

64%
of US workers say a sense of belonging at work means working in an environment where they feel accepted

Several sources point to the organizational benefits of belonging. McKinsey and Company found that belonging is a top indicator of employee retention. Harvard Business Review found high belonging was linked to a **56 percent** increase in job performance, a **50 percent** drop in turnover risk, and a **75 percent** reduction in sick days. Great Place to Work found workers who feel a sense of belonging in their workplace are 3 times more likely to feel people look forward to coming to work and 5 times more likely to want to stay at their company a long time.

SHRM notes the following ways belonging is fostered in the workplace:

Employees are able to share individual perspectives and ideas, are encouraged to do so, and their contributions are recognized

Employees feel they can be authentic at work without negative consequences and don't feel the need to hide any part of themselves to fit in

Employees develop meaningful relationships with colleagues, creating trust and a sense of caring

> "Without a championed sense of belonging within a workforce, employees may feel hesitant to be authentic or may even fear being ostracized by their colleagues."
>
> -Monique McDonough, *Chief Operational Officer, Kazoo and WorkTango*

Measuring Belonging in the Workplace

📖 How companies measure, define, and foster belonging in the workplace:

SALLY BEAUTY.

Sally Beauty measures belonging through their annual employee engagement surveys. According to the survey results on their DEI website, 87 percent of associates believe people of all backgrounds and perspectives are valued on their team, 88 percent of associates feel they are treated with dignity and respect at work, and 86 percent of associates feel like they can be themselves at work.

PETSMART

PetSmart measures belonging through the company's annual engagement survey. In 2023, the company notes that scores for, "I feel like I truly belong at PetSmart," increased for their associate population. Learn more about their belonging initiatives here.

pwc

PwC incorporates belonging into their DEI workplace pillars. The company defines belonging as, "Establishing and maintaining a fair, equitable and welcoming environment for all people requires a shift from awareness to empathy—while demonstrating inclusive leadership that cultivates trust among our people and our clients." The company plans to cultivate a culture belonging by focusing on inclusive talent recruitment and redesigning the employee onboarding experience to ensure employees receive a fair and equitable experience that can help them build a career within the organization. For more details, see section one of their 2022 Purpose and Inclusion report, "Building a Culture of Belonging."

Google

Google defines belonging as, "Making sure every Googler feels seen, connected, supported, and empowered in everything they do." Google hopes to further cultivate a culture of belonging through three areas: their workplace, product offerings, and in society. These areas focus on representation goals for historically excluded talent (such as people with disabilities and veterans), racial equity, philanthropic efforts related to women in tech, and more accessible product designs.

Measuring Belonging in the Workplace

Thought Ensemble
A PARIVEDA COMPANY

In 2020, the company conducted a DEI assessment and determined several areas of growth to increase belonging within the organization. To improve, the company took the following steps.

- Documented culture roots and behaviors that support core values
- Incorporated DEI perspective and training into the onboarding process
- Implemented annual stay interviews
- Revamped welcome lunches for new hires, encouraging them to share their stories and their diverse backgrounds
- Developed a social and community plan inclusive of all interests
- Updated website with their perspectives on diversity, equity, and inclusion
- Revised official company holiday calendar to include additional holidays such as Martin Luther King Day and Juneteenth

These actions resulted in increased sense of belonging among employees, increased retention, and increased social engagement according to their annual survey findings. Read more about the company's belonging framework here.
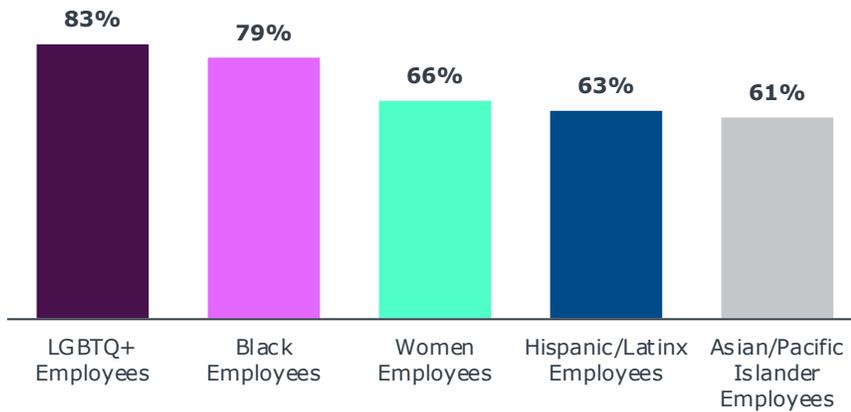
N-ABLE

N-Able defines belonging as, "When everyone feels included, valued, and celebrated for who they are and what they bring to the table…to feel like an integral part of our culture and like your voice and work makes a difference." The company has taken three steps to foster a sense of belonging in the workplace which includes establishing employee resources groups, creating learning sessions, and partnering with external diversity champions to serve underrepresented communities.

Ways to Quantify Belonging Beyond Surveys

Examine the Level of Psychological Safety in the Workplace

While many workplaces attempt to foster belonging, employees may not feel safe being authentic and vulnerable enough in the workplace to feel they belong. Harvard Business Review found **61 percent** of employees "feel pressure to "cover" some part of their identity at work.

Category	Percentage
LGBTQ+ Employees	83%
Black Employees	79%
Women Employees	66%
Hispanic/Latinx Employees	63%
Asian/Pacific Islander Employees	61%

Pressure to hide their identity was especially high among historically excluded talent. The study found even heterosexual, white men (**45 percent**) felt they need to cover their age, disabilities, or mental health.

Additionally, a number of employees do not feel their managers promote behaviors that encourage belonging. A 2021 SHRM belonging survey found that:

25%
of employees reported not trusting their manager to treat them fairly

26%
of employees did not feel emotionally safe at work

27%
of employees said their workplace does not clearly provide opportunities to openly discuss issues without fear of penalty, punishment, and retaliation

27%
of employees did not think their manager encouraged a culture of open and transparent communication

Ways to Quantify Belonging Beyond Surveys

Examine the Level of Psychological Safety in the Workplace

The 2023 Work in America Survey found **92 percent** of workers said it is very (**57 percent**) or somewhat (**35 percent**) important to them to work for an organization that values their emotional and psychological well-being. Fostering psychological safety is essential to creating a culture of belonging.

> **Psychological safety** in the workplace is the idea that all employees feel comfortable expressing their identities and ideas without fear of repercussion or consequences. If employees feel they cannot express themselves in the workplace, then they may have trouble believing they fit or belong.

Here are four steps your organization can take to begin fostering psychological safety:

1 Communicate with Care

Take a collaborative and compassionate approach to communicating problems, so employees do not feel blamed or singled out for making a mistake. Try to understand the cause of a mistake or misunderstanding to determine how to minimize issues in the future.

2 Interact with Mutual Respect

Remember to keep mutual respect top of mind when interacting with employees or clients. Paul Santagata, Head of Industry at Google, encourages his team members to remember other people are "just like me" when interacting.

3 Advocate for Inclusion

Creating psychological safety may require individuals to address aspects of workplace inclusion issues such as bias, cultural competency, discrimination, or accountability. Encourage leaders to be upstanders and call out any exclusionary behavior they may witness in the workplace.

4 Measure Employee Sentiment

Collect feedback from employees to understand what sentiments workers may have about the level of psychological safety within your organization. Surveying employees can ensure that employers are taking the rights steps to address the needs and wellbeing of their workforce.

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Ways to Quantify Belonging in the Workplace

Gauge the Level of Allyship in the Workplace

> A lack of belonging in the workplace can lead to feelings of exclusion. However, promoting allyship behaviors in the workplace may be one way to promote inclusion and help foster belonging.

What is an Ally?

Seramount **defines an ally** as, "Someone who makes the commitment and effort to recognize their privilege (based on gender, class, race, sexual identity, etc.) and to **work in solidarity** with oppressed groups in the struggle for justice.

Find more definitions and terms in our DEI Glossary ▶

An ally recognizes that, though they are not a member of a marginalized group(s) they support, they make a concentrated effort to better understand the struggle of another's circumstances. An ally may have more privilege and recognize that privilege in society."

Research has found that employees at companies with high levels of allyship are:

50%
less likely to **leave**

56%
more likely to **improve their performance**

75%
less likely to take a **sick day**

167%
more likely to recommend their organization as a **great place to work**

💡 **Consider creating opportunities for employees to learn more about the importance and benefits of allyship.**

How Seramount Can Help

Solutions to Help You Create an Inclusive and Engaging Employee Experience

Capture unparalleled and unfiltered insight into the perceptions of your workforce to identify levers for building a culture of trust and transparency.

Translating Employee Data Into An Action Plan

Assess360 is this three-part solution to sustainable culture change. An expert consultant focuses on tactical logistics and data analysis, extending the capabilities of HR and Talent teams throughout the multi-year journey.

EVS and Data Analysis

Identify your employees' leading indicators and strategic insights

Strategy Development

Develop and implement a strategic plan to implement change

Stakeholder Alignment

Harness the momentum to put your strategy into action with key constituents.

What are Employee Voice Sessions?

To Uncover Frequently Missed Talent Intelligence—Listen Differently
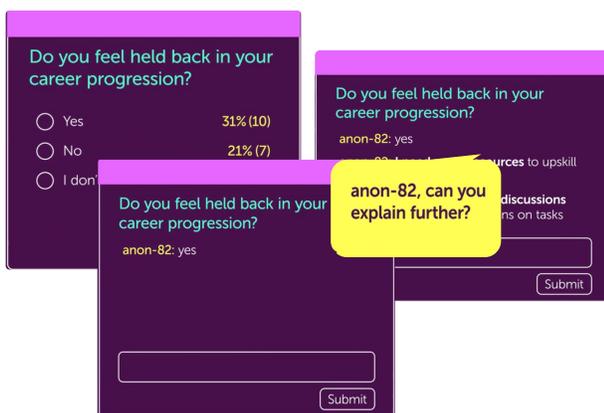
60–90-minute anonymous, online focus groups

Gather rich data in an engaging, safe, and solutions-oriented forum

Deliver an authentic portrait of employees' experiences

"Holding one Employee Voice Session is **like conducting sixty one-on-one interviews at once**. I've never seen another tool that can gather employee insights in such an engaging way."

-*Chief Culture Officer,* Global Insurance Company

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We empower the world's most inclusive and high-performing workplaces.
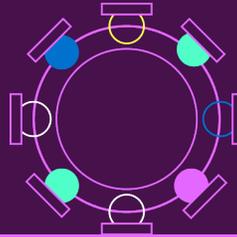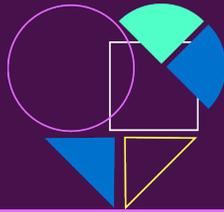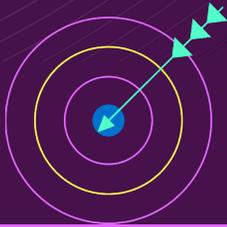
Insight-Powered Solutions Trusted by Talent and HR Leaders

TALENT SOURCING	ASSESSMENT AND STRATEGY	RESEARCH AND ADVISORY SERVICES	LEARNING AND DEVELOPMENT
Identify, Engage, and Hire Top Early Career Talent	**Uncover the Real Levers to Unlock Enduring Employee Engagement**	**Set Strong DEI Foundations and Build Adaptable Roadmaps**	**Create a More Resilient, Connected Workforce**
Branding and recruiting platform that surfaces engaged, prepared candidates more efficiently, effectively, and at scale	Actionable intelligence into the employee experience powered by innovative technology and over 40 years of workforce data and insights	Expert guidance rooted in research and experience to support and advance your strategic talent and DEI priorities in every environment	Impactful content designed and delivered to inflect productivity and positive behavior change at every level

We partner with **600+** corporations, government entities, and nonprofits **globally**.

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

Learn more

about how Seramount can help your organization

seramount.com/contact-us

About Seramount

Seramount is a strategic professional services and research firm dedicated to supporting high-performing, inclusive workplaces. Over four decades, we've established a strong, data-driven understanding of the employee experience, which lays the groundwork for everything we do. Seramount partners with over 450 of the world's most influential companies, large and small, to offer pragmatic solutions including best practice DEI research, workplace assessment, employee learning and development, and talent sourcing. These offerings empower organizations to navigate a dynamic corporate environment and to cultivate a resilient, connected workforce that achieves extraordinary outcomes.

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