

# #RolesMatter

Women make up only **20%** of the average participating organization's workforce at the executive level.

*(Mercer 2016 When Women Thrive)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Utilize** data and analytics to understand current talent flows – rates of hire, promotion, and exit.

**Identify**, within their talent pipelines, areas of risk (e.g., bottlenecks, and “choke points”), as well as opportunity (e.g., critical levels and/or roles that accelerate careers).

**Analyze** the drivers of retention, promotion, and performance to develop “success profiles” and align what people SAY with what they actually DO.

**Track** competencies and training history to ensure the right skills are being measured and the right developmental opportunities are being provided.

# # Pay Matters

Only 35% of organizations report having a pay-equity-analysis process built on a statistical approach.

*(Mercer 2016 When Women Thrive)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Establish** a team that is responsible for assessing pay equity and implementing formal remediation process.

**Assess** pay equity on a regular basis – at least annually – using a robust statistical approach such as multiple regression.

**Group** employees into meaningful pools for comparison purposes – not too narrow and not too broad.

**Integrate** a remediation process into the year-end compensation process.

**Correct** practices that drive inequities – e.g., reliance on salary history/expectation and negotiation in setting pay for new hires.

**Consider** bias more broadly than just pay –e.g., evaluating equity in performance evaluation processes and career opportunities.

**Communicate** to internal and external constituents on their efforts to drive pay equity and differentiate themselves in the talent and investor markets.

# #WellnessMatters

Only **22%** of organizations conduct analyses to identify gender-specific health and retirement needs.

*(Mercer 2016 When Women Thrive)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Understand** and appreciate the unique relationship of women as consumer, patient, and caretaker.

**Inventory** the health and financial benefit offerings and programs available that support women and their families.

**Conduct** regular analysis of benefit data and claims to understand or target certain at-risk conditions and behaviors of employees.

**Target** engagement efforts to address specific health and financial needs of women.

**Implement** new and innovative health and financial wellness products to support wellness.

# #RecruitmentMatters

**52%** of hiring managers say differentiating the right candidate from the sea of applicants is the most difficult part of the hiring process.

*(LinkedIn)*

## **WHAT WE ARE SEEING LEADING COMPANIES DO:**

**Implement** next-generation assessment tools and predictive analytics that support bias-free hiring practices.

**Value** emotional and relational intelligence as much as financial and organizational acumen.

**Monitor** metrics and effectiveness of their diversity and inclusion hiring practices.

**Expand** the talent criteria spectrum to identify and attract nontraditional candidates.

**Commit** to inclusion of diverse candidate slates as a fundamental part of the recruitment process.

**Invest** in people managers to improve hiring and recruitment procedures.

# #DataMatters

Only 10% of organizations have the ability to leverage predictive analytics.

*(Mercer 2016 Global Talent Trends)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Benchmark** their programs and policies.

**Conduct** sophisticated internal labor market analysis.

**Project** workforce representation over a 10-year period.

**Analyze** total hires as well as promotion and retention talent flows across all levels.

**Build** evidence-based business case and talent strategy to address targeted gaps.

**Prioritize** proof and effectiveness of programs before implementing new or one-off benefits.



# #MenMatter

Only 38% organizations agreed  
men are actively engaged in  
gender diversity efforts.

*(Mercer 2016 When Women Thrive)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Build** awareness of the impact gender diversity has on financials and innovation.

**Ensure** transparency around their organization's workforce and engagement data – from overall gender representation across levels to yearly promotion and retention data by gender.

**Implement** unconscious bias training linked to key talent decision points.

**Invite** men to participate in these programs – not just the champions or leaders.

**Engage** in dialogue around the specific road blocks and biases that exist in the organization.

# #GovernanceMatters

Only **24%** of leading global organizations believe their Diversity and Inclusion governance is effective.

*(Mercer D&I Networks 2015 Global D&I Governance Study)*

## WHAT WE ARE SEEING LEADING COMPANIES DO:

**Link** their business, talent, and diversity and inclusion (D&I) strategies and clearly define measurable D&I goals.

**Cascade** accountability for the implementation of those goals from global leadership to business unit and regional management to middle managers to employees.

**Actively** monitor the effectiveness of their D&I councils.

**Clearly** define roles and responsibilities of key stakeholders' implementation of D&I strategies – business, HR, D&I, Legal, CSR, etc.