

**Deloitte.**



Getting started

Becoming a quantified organization

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# DEI

## Identifying and mitigating hidden biases

In Deloitte's 2023 Global Human Capital Trends survey, 86% of business leaders surveyed said that embedding DEI into everyday ways of working and teaming while measuring outcomes is important or very important to their organizations' success. However, only 25% feel they are ready to address the issue.<sup>1</sup>

Organizations have an opportunity to identify and address nuanced issues related to DEI by specifically measuring the extent to which workers experience equity and belonging as a result of diversity, inclusion, and addressing the root causes of inequity in the workplace. Organizational network analysis can help identify potential hidden biases — in decision making related to hiring, layoffs, career progression, global mobility, and access to leadership. By identifying and mitigating hidden biases using passive technology, organizations can work toward equitable outcomes within their value chain benefiting the society at large.



# Having a more current view into recruitment efforts

## Representative data sources

- Recruitment pipelines/reports
- HR information systems

## Representative technology areas

- Process automation

## Shared value creation

### Team level

- Improved data-driven decision making

### Enterprise level

- Accurate and timely reporting on DEI metrics
- Focused efforts on hiring diverse talent

### Society level

- Equitable employment opportunities

## Use case maturity

Exploratory	Emerging	<b>Maturing</b>
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## Key challenge<sup>2</sup>

A pharmaceutical company relied on manual reporting of DEI metrics for its workforce composition and recruitment efforts. This approach was time consuming.

Given high worker turnover, the metrics would already be outdated by the time the reports were ready for leadership review. The company was looking for an automated approach for reporting of DEI metrics to enable on-demand access in a timely way.



## Solution and approach

The company worked with a third-party people analytics solution provider to merge multiple data sources to build comprehensive storyboards to visualize the organization's progress against its metrics in real-time. This automated approach enabled leaders to be well-informed about their current and planned headcount, and recruitment and talent acquisition reports, which was difficult earlier.



## Impact

Due to these automated reports, the talent acquisition leaders and business leaders within the organization got the real-time visibility they needed to evaluate diversity outcomes across the hiring lifecycle while minimizing manual efforts. The single-view dashboard also enabled meaningful conversations within the organization on ongoing talent initiatives.

# Providing personalized coaching to marginalized groups for career enhancements

## Representative data sources

- HR databases
- Learning and development data

## Representative technology areas

- AI (data models and analytics)

## Shared value creation

### Individual level

- Improved psychological safety
- Developing leadership skills

### Enterprise level

- Improved readiness of diverse leaders

### Society level

- Building an inclusive pipeline of future leaders

## Use case maturity

Exploratory	Emerging	<b>Maturing</b>
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## Key challenge<sup>3</sup>

A cloud computing company wanted to support their leaders from underrepresented identity groups (people with disabilities, people of color, caregivers, and women) with resources and training for career advancement.



## Solution and approach

The company offered AI-enabled personalized coaching to its leaders encompassing areas such as communication, self-awareness, and other leadership skills. The program was designed to help leaders to create safe spaces for their teams and guide difficult conversations.



## Impact

Leaders who leveraged this coaching program reported 11% increase in sense of belonging.

# Tracking and addressing harassment on digital platforms

## Representative data sources

- Work instant messaging/collaboration platforms

## Representative technology areas

- AI (text analytics)

## Shared value creation

### Individual level

- Increased psychological safety
- Increased work effectiveness

### Team level

- Improved work culture

### Enterprise level

- Stronger brand reputation
- Reduced risks and costs of litigations

### Societal level

- Increased workplace safety for identity groups

## Use case maturity

Exploratory	<b>Emerging</b>	Maturing
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## Key challenge<sup>4</sup>

The HR team of a social enterprise foundation wanted to track and address harassment and bullying on their digital platforms. The company wanted to identify and address harassment before it became a problem while implementing a more thorough system to conduct investigations.



## Solution and approach

The company implemented a third-party tool that enabled them to identify messages or language along with the context. This real-time visibility helped the HR and legal team launch more timely and deeper investigations.



## Impact

The system provided a continuous and automated way for the company to analyze and improve the organizational culture in the digital environment. Additionally, the analysis also helped the HR team design coaching programs to reduce harassment on the company's digital platforms.

# Endnotes

- 1 Christina Brodzik, Joanne Stephane, Devon Dickau, and Nic Scoble-Williams, [Taking bold action for equitable outcomes](#), Deloitte, January 9 2023.
- 2 [Using people analytics to improve diversity recruiting strategies](#), One Model.
- 3 [2023 Diversity, Equity and Inclusion Report](#), VMware, 2023.
- 4 [Actively Reducing Harassment in the Workplace](#), Aware.



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