Exploring tech-enabled DEI solutions

The CIO's role in helping drive diversity, equity, and inclusion outcomes

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Tech-enabled solutions and data have deepened our understanding of people and markets, increased enterprise efficiency, and altered entire industries and have the potential to similarly transform diversity, equity, and inclusion (DEI) outcomes.

Tech leaders think so, too. A recent Deloitte survey of ~400 tech executives indicates that while the adoption of a comprehensive portfolio of solutions is currently low, leaders know tech-enabled solutions—a US\$100 million market and growing¹—have significant potential to achieve DEI outcomes (see figure).

FIGURE

Three components driving tech-enabled DEI

Tech leaders have an opportunity to use an array of tech capabilities across a cost continuum to activate tech-enabled DEI to drive results for their organization incrementally and at scale

COMPONENTS

Emerging tech



FINDINGS

Companies leveraging technology solutions and/or advanced analytics to drive DEI outcomes

Survey responses

13% Yes	41% Exploring	47% No
,	, recruit, develop, and advar diverse talent pool	777777 0070
	r DEI KPIs using advanced eractive dashboards	////// — 59%
		//////— 51%
	people to diverse workplace unities and coaches using sights	

Actionable ideas

- •Zoom ID pronouns
- Application bolt-on to add name pronunciation audio for meetings and email signatures
- Closed captioning for virtual experiences
- Identification, and correction of biased leadership behavior (i.e., recruitment, employee feedback, employee recognition, etc.)

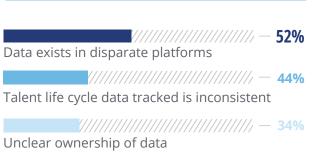
Data-informed decision-making



Survey responses

Data challenges encountered when pursuing DEI metrics and goals

Survey responses



Actionable ideas

- Employee identifiers and community self-identification "opt-in"
- Coach-to-coachee matching based on qualifying criteria (i.e., intersectionality)
- Succession planning tools incorporating DEI considerations
- Pay equity analysis with comparison across roles, demographics, etc.

Vendor marketplace



DEI focus areas where companies are leveraging tech

/ ///////////////////////////////////	 69%
Talent acquisition	
//////////////////////////////////////	- 52%
Potentian	- 52%
Retention	
Engagement ////////////////////////////////////	— 47%
Data reporting and accountability	— 36%
N/A (not currently leveraging)	— 16%

Actionable ideas

- Cloud-based dashboards customized to support DEI across talent life cycle
- Unified platforms to enable seemless collaboration as a single source of information
- commitment to DEI via factors such as brand, leadership, customer demographics, certifications, etc.

Evaluation of vendor/partner's

DEI DATA ACTIVITIES REPORTED



Survey responses

Companies' data collection, analytics, and reporting activities

Option for employees Consistent processes to self-report

their own DEI data

for reporting progress on DEI goals

40%

39% Clear and measurable metrics to track progress toward DEI goals Ease of implementation

Use of publicly available DEI data to supplement internal data

37%

Annual release of DEI goals and progress to the public

Less difficult

Complex

equity, and

inclusion

Note: N =391. Source: Deloitte DEI in Tech survey.

Incremental increases in investment and commitment yield greater impact and sustained transparency that drives diversity, equity, and inclusion.

Currently, sourcing and recruiting a more diverse workforce is a primary focal point for many organizations. However,

opportunities at all levels of the organization (see figure)—but this is merely scratching the surface. Hurdles remain: Data needed to achieve effective DEI goals and metrics are often locked in disparate and incomplete platforms or are not being collected at all (see figure). For example, not all organizations enable their employees to self-

some survey respondents are focused on using data insights to match employees to growth and/or leadership

identify attributes, complicating the effort to gain a holistic understanding of workforce demographics or connect these individuals to each other. Deloitte's own DEI journey² suggests that tech-enabled solutions can be a powerful catalyst for change—if tech leaders play an active role in reengineering the way data is collected, standardized, managed, analyzed, and reported. However,

Simply adding one's pronouns in Zoom IDs can initiate greater awareness and inclusion for people of varying identities and backgrounds, and sets the tone that DEI is an important enterprisewide tenet. What's clear is this: Tech leaders can provide the technical expertise and strategic vision required to integrate solutions that span the workforce life cycle to drive diversity, equity, and inclusion across the organization.

even without a strong data strategy, tech leaders can still adopt lower-effort, yet highly visible, ways to achieve DEI goals:

Deloitte, Coming together to thrive together: 2021 Deloitte Diversity, Equity, and Inclusion (DEI) Transparency report, 2021.

1. Mercer, Diversity & Inclusion Technology: The rise of a transformative market, accessed October 6, 2021.

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