Exploring tech-enabled DEI solutions

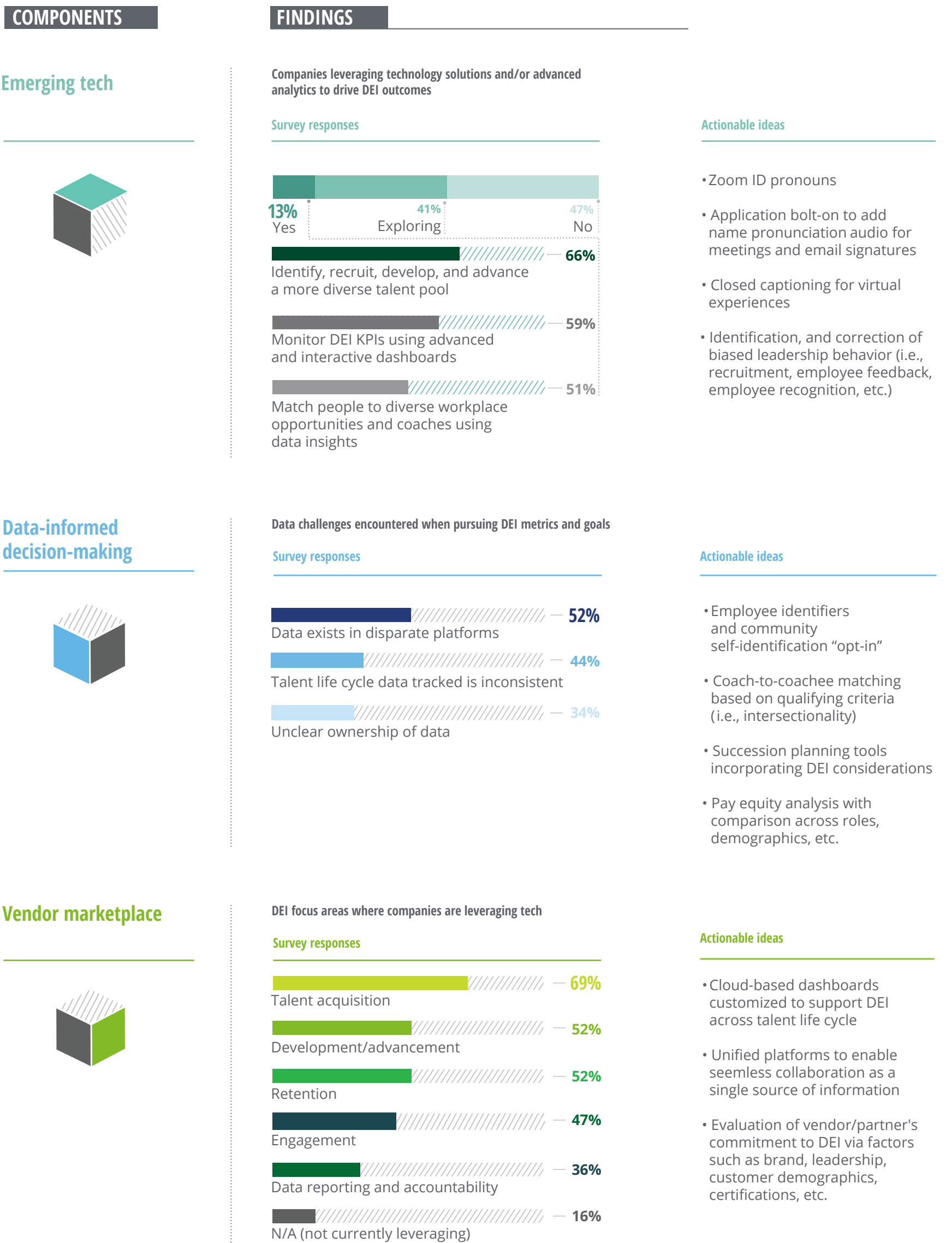## The CIO's role in helping drive diversity, equity, and inclusion outcomes

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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.
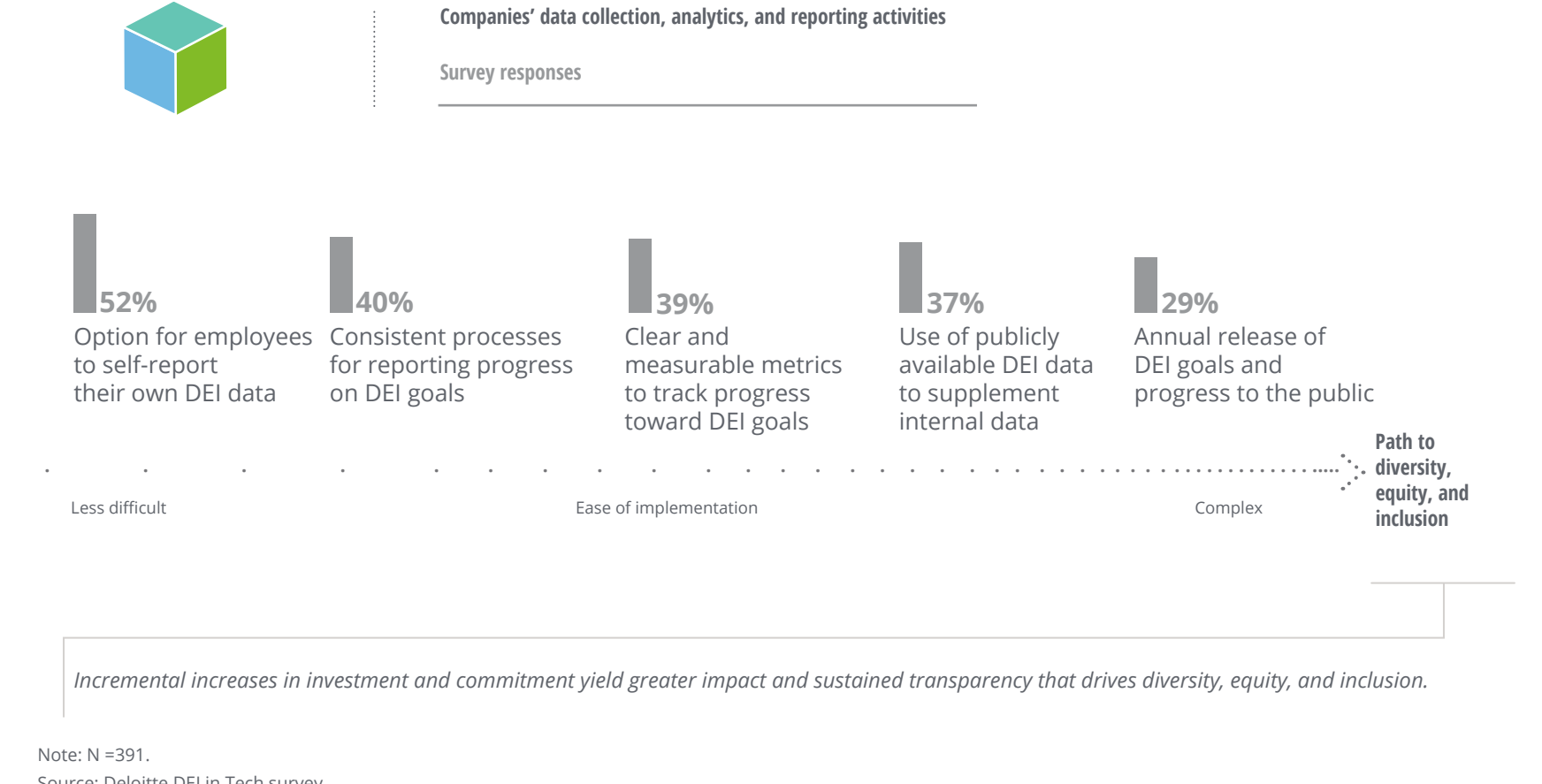
Tech leaders think so, too. A recent Deloitte survey of ~400 tech executives indicates that while the adoption of a comprehensive portfolio of solutions is currently low, leaders know tech-enabled solutions—a US$100 million market and growing[1]—have significant potential to achieve DEI outcomes (see 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

FINDINGS

Emerging tech

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

Survey responses

- **13%** Yes
- **41%** Exploring
- **47%** No

- **66%** Identify, recruit, develop, and advance a more diverse talent pool
- **59%** Monitor DEI KPIs using advanced and interactive dashboards
- **51%** Match people to diverse workplace opportunities and coaches using data insights

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

Data challenges encountered when pursuing DEI metrics and goals

Survey responses

- **52%** Data exists in disparate platforms
- **44%** Talent life cycle data tracked is inconsistent
- **34%** Unclear ownership of data

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

Survey responses

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

Actionable ideas

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

DEI DATA ACTIVITIES REPORTED

Companies' data collection, analytics, and reporting activities

Survey responses

- **52%** Option for employees to self-report their own DEI data
- **40%** Consistent processes for reporting progress on DEI goals
- **39%** Clear and measurable metrics to track progress toward DEI goals
- **37%** Use of publicly available DEI data to supplement internal data
- **29%** Annual release of DEI goals and progress to the public

Less difficult → Ease of implementation → Complex → Path to diversity, equity, and inclusion

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

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

Currently, sourcing and recruiting a more diverse workforce is a primary focal point for many organizations. However, some survey respondents are focused on using data insights to match employees to growth and/or leadership 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-identify attributes, complicating the effort to gain a holistic understanding of workforce demographics or connect these individuals to each other.

Deloitte's own DEI journey[2] 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, even without a strong data strategy, tech leaders can still adopt lower-effort, yet highly visible, ways to achieve DEI goals: 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.

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

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

Deloitte.
Insights