Data-Driven DEI™:
The Tools and Metrics You Need to Measure, Analyze, and Improve Diversity, Equity, and Inclusion

ORGANIZATIONAL DEI MEASURES, METRICS, AND KEY PERFORMANCE INDICATORS (KPIs)

ORGANIZATIONAL DEI METRICS: FOUNDATION

OUTPUTS	OUTCOMES
Category 1: Vision, Strategy and Business Impact	
Performance • No. of DEI KPIs in DEI strategic plan • No. of DEI KPIs assigned to leaders • No. of DEI incentives assigned to leaders **Learning and Development** • *See outputs under "Learning and Development"* **Thought Leadership and Recognitions** • No. of DEI-related articles, white papers and reports • No. of DEI-related awards and recognitions (e.g., "Top DEI…", "DEI Best of…", etc.) • DEI-related rankings • No. of DEI-related citations and references in industry, trade and DEI publications, trade journals, websites, blogs, etc.	**Performance** • Percentage of DEI KPIs achieving in the DEI strategic plan **Learning and Development** • *See outcomes under "Learning and Development"*
Category 2: Leadership and Accountability	
Executive Participation • Percentage of executive leaders assigned DEI KPIs • Percentage of KPIs assigned to executive leaders related to DEI • Percentage of executive leaders participating on a DEI council • Percentage of executive leaders participating in an ERG • Percentage of executive leaders sponsoring an ERG • Percentage of executive leaders attending in DEI events • Number of DEI events attended by executive leaders **Regional/Divisional Participation** • Percentage of regional/divisional leaders assigned DEI KPIs • Percentage of KPIs assigned to regional/divisional leaders related to DEI • Percentage of regions/divisions with a DEI strategic plan and/or dashboard • Percentage of regional/divisional leaders participating on a DEI council • Percentage of regional/divisional leaders attending in DEI events • Number of DEI events attended by regional/divisional leaders	**Executive Participation** • Percentage of DEI KPIs achieved by executive leaders • Percentage of DEI incentives achieved by executive leaders • Percentage of executive leaders that have achieved DEI KPIs • Percentage of executive leaders that have achieved DEI incentives **Executive Participation** • Percentage of DEI KPIs achieved by regional/divisional leaders • Percentage of DEI incentives achieved by regional/divisional leaders • Percentage of regional/divisional leaders that have achieved DEI KPIs • Percentage of regional/divisional leaders that have achieved DEI incentives

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OUTPUTS	OUTCOMES
Category 3: Structure and Implementation	

DEI Program
• No. of DEI FTEs
• No. of DEI FTEs by region/division
• No. of regions/divisions with a DEI strategic plan
• No. of regions/divisions with a DEI scorecard
• No. of regions/divisions with a DEI council
• Amount of DEI budget
Culture
• No. of DEI events
   ○ Celebrations
   ○ Courageous conversations
   ○ Inclusive dialogues
   ○ Town halls
   ○ Forums
   ○ No. of participants in DEI events
	Culture: Employee Satisfaction and Engagement
	• Percentage of employees that "strongly agree" or "agree" they are satisfied
	• Percentage of employees that "strongly agree" or "agree" they are engaged
	• Employee Engagement Survey overall score or index
	Culture: Inclusion and Belonging
	• Percentage of employees that "strongly agree" or "agree" they feel included
	• Percentage of employees that "strongly agree" or "agree" they feel like they belong
	• Inclusion and Belonging survey overall score or index (e.g., Intrinsic Inclusion)
	Culture: Net Promoter Score (NPS)
	• Percentage of employees who would recommend the organization to others for employment
	• Percentage of employees who would recommend the organization's products/services/programs to others
	Legal and Compliance
	• Number of diversity-related lawsuits
	• Amount spent settling or defending diversity-related lawsuits
	• Number of EEOC or DEI-related complaints

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Category 4: Recruitment	
Recruiting, Sourcing and Hiring • Percentage of diverse interview panels • Percentage of diverse interview slates • No. of diverse recruiting partnerships (e.g., National Society of Black Engineers, Society of Hispanic Professional Engineers, Society of Women Engineers, etc.) • Percentage of diverse candidates in total pool • Percentage of diverse candidates receiving interviews • Percentage of diverse candidates receiving offers • Percentage of diverse candidates accepting offers **Policies and Practices** • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	**Recruiting, Sourcing and Hiring** • Percentage of diverse candidates hired by level (i.e., entry-level, mid-level, senior level, executive level)

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Category 5: Advancement and Retention	
Representation • No. of DEI policies/practices reviewed and/or audited • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable **Mobility** • Percentage of diverse employees applying for internal positions • Percentage of diverse employees being interviewed for internal positions **Mentorship/Sponsorship** • Number of diverse employees assigned a mentor/sponsor • Number of managers assigned a mentee • Number of executives and senior leaders assigned a mentee **Policies and Practices** • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	**Representation** • Percentage of diverse employee representation by level (i.e., entry-level, mid-level, senior level, executive level, board level) **Mobility** • Percentage of diverse employees being selected for internal positions **Retention** • Diverse employee retention rate by tenure (i.e., one-year, two to three years, four to five years, six or more years) • Diverse employee retention rate by level (i.e., entry-level, mid-level, senior level, executive level, board level) **Advancement and Promotion** • Percentage of diverse employees advanced and promoted by level (i.e., entry-level, mid-level, senior level, executive level) **Turnover** • Diverse employee voluntary and involuntary turnover rate by tenure (i.e., one-year, two to three years, four to five years, six or more years) • Diverse employee voluntary and involuntary turnover rate by level (i.e., entry-level, mid-level, senior level, executive level, board level)

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Category 6: Job Design, Classification and Compensation	
Talent and Performance Management • Percentage of diverse employees representing a performance evaluation gap	**Talent and Performance Management** • Percentage of diverse employees designated as high potential • Percentage of diverse employees designated as a successor or a successor slate • Performance scores for diverse employees • Reductions in performance evaluation gaps
Compensation • Percentage of diverse employees representing a pay equity gap **Policies and Practices** • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	**Compensation** • Reductions in performance pay equity gaps
Category 7: Work, Life Integration, Flexibility and Benefits	
Policies and Practices • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	• Reductions in work, life integration, flexibility and benefits equity gaps

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ORGANIZATIONAL DEI METRICS: BRIDGING

OUTPUTS	OUTCOMES
Category 8: Assessment, Measurement and Research	
• No. of types of assessments (e.g., employee experiences, management practices, organizational policies) • Frequency of assessments	**Employee Experiences** • *See outcomes for "Culture"* **Management Practices and Organizational Policies** • *See outcomes for "Recruiting, Sourcing and Hiring"* • *See outcomes for "Representation"* • *See outcomes for "Advancement and Promotion"* • *See outcomes for "Talent and Performance Management"* • *See outcomes for "Compensation"* • *See outcomes for "Learning and Development"*
Category 9: Communications	
• Posts/reposts of DEI-related content on online (e.g., intranet, website, social media) • Traffic/hits to internal DEI-related page(s) (e.g., intranet) • Traffic/hits to external DEI-related page(s) (e.g., website) • Downloads of DEI annual reports • *See outputs under "Vision, Strategy and Busines Impact" -> "Thought Leadership and Recognitions"*	• Brand reputation • Brand image • Brand awareness

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ORGANIZATIONAL DEI METRICS: BRIDGING

OUTPUTS	OUTCOMES
Category 10: Learning and Development	
• No. of DEI learning and development courses offered • Percentage of learning and development courses related to DEI • Percentage of employees completing DEI learning and development • Percentage of managers completing DEI learning and development • Percentage of executives completing DEI learning and development **Policies and Practices** • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	• No. of DEI learning and development courses offered • Percentage of learning and development courses related to DEI • Percentage of employees completing DEI learning and development • Percentage of managers completing DEI learning and development • Percentage of executives completing DEI learning and development **Policies and Practices** • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable
Category 11: Sustainability	
Policies and Practices • No. of DEI policies/practices reviewed or audited • No. of inclusive policies and practices • No. of demographic groups or encompassed by policies/practices (e.g., BIPOC, underrepresented groups, persons with disabilities, etc.) or geographic regions, where applicable	• Reductions in sustainability gaps among the 5 P's (People, Planet, Prosperity, Peace, Partnership) and/or ESG (Environmental, Social and Corporate Governance)

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ORGANIZATIONAL DEI MEASURES, METRICS, AND KEY PERFORMANCE INDICATORS (KPIs)

ORGANIZATIONAL DEI METRICS: EXTERNAL (COMMUNITY)

OUTPUTS	OUTCOMES
Category 12: Community, Government Relations and Philanthropy	
• No. of community, government and philanthropic partnerships • Percentage of community, government and philanthropic partnerships explicitly centered on DEI • Time (e.g., paid time and volunteer time) and money invested in community, government and philanthropic organizations/initiatives • Percentage of time and money invested in community, government and philanthropic organizations/initiatives explicitly centered on DEI	• Community, government and philanthropic outcomes resulting from partnerships • Social and economic return on investments

ORGANIZATIONAL DEI METRICS: EXTERNAL (MARKETPLACE)

OUTPUTS	OUTCOMES
Category 13: Product, Service and Program Development	
• No. of products, services and/or programs developed with DEI principles	• Engagement with diverse customers • Market expansion to diverse customers • New and/or innovative products, services and programs
Category 14: Marketing and Customer Service	
• No. of customer engagement and outreach initiatives related to DEI • No. of marketing initiatives related to DEI • Percentage of regions/divisions with marketing initiatives related to DEI • No. of product, service and program development strategies related to DEI	• Engagement with diverse customers • Market expansion to diverse customers • New and/or innovative products, services and programs

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ORGANIZATIONAL DEI METRICS: EXTERNAL (MARKETPLACE & COMMUNITY)

OUTPUTS	OUTCOMES
Category 15: Responsible Sourcing	
Responsible and Ethical Sourcing • Percentage of Tier 1 suppliers explicitly committed to DEI, sustainability, ethical behavior and/or Fair Trade • Percentage of Tier 2 suppliers explicitly committed to DEI, sustainability, ethical behavior and/or Fair Trade **Supplier Diversity** • Percentage of Tier 1 diverse suppliers • Percentage of Tier 2 diverse suppliers	**Responsible and Ethical Sourcing** • Percentage of Tier 1 spend with suppliers explicitly committed to DEI, sustainability, ethical behavior and/or Fair Trade • Percentage of Tier 2 spend with suppliers explicitly committed to DEI, sustainability, ethical behavior and/or Fair Trade **Supplier Diversity** • Percentage of Tier 1 diverse spend • Percentage of Tier 2 diverse spend • Percentage of Tier 1 spend with suppliers with diverse leadership and/or employees • Percentage of Tier 2 spend with suppliers with diverse leadership and/or employees • Amount of Tier 1 diverse spend • Amount of Tier 2 diverse spend • Increased efficiencies (i.e., timeliness, cost savings, etc.) • Improved effectiveness (i.e., new or innovative products/services, etc.)

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ORGANIZATIONAL DEI METRICS: INTERNAL (WORKFORCE AND WORKPLACE)

OUTPUTS	OUTCOMES
Cross-Cutting: Employee Resource Groups (ERGs)	
ERG Participation • No. of ERGs • Percentage of employees in one ERG • Percentage of employees in two ERGs • Percentage of employees in three ERGs • Percentage of employees in four or more ERGs **ERG Funding** • Total budget for each ERG • Total budget for ERGs	**ERG Participation** • *See outcomes for "Recruiting, Sourcing and Hiring"* • *See outcomes for "Representation"* • *See outcomes for "Advancement and Promotion"* • *See outcomes for "Talent and Performance Management"* • *See outcomes for "Compensation"* • *See outcomes for "Learning and Development"* • *See outcomes for "Culture"*
ERG Community, Government and Philanthropic Impact • No. of community and philanthropic partnerships • Percentage of community and philanthropic partnerships explicitly centered on DEI • Time (e.g., paid time and volunteer time) and money invested in community and philanthropic organizations/initiatives • Percentage of time and money invested in community and philanthropic organizations/initiatives explicitly centered on DEI	**ERG Community, Government and Philanthropic Impact** • Community outcomes resulting from partnerships • Social and economic return on investments
ERG Business, Government or Organizational Impact • No. of business unit partnerships • Time and effort investment in business unit partnerships	**ERG Business, Government or Organizational Impact** • Business or organizational outcomes resulting from partnerships • Financial return on investments

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Note: Categories are based on the Global Diversity, Equity & Inclusion Benchmarks (GDEIB).[1]
[1] https://centreforglobalinclusion.org/gdib/