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From Good Intentions to Lasting Impact

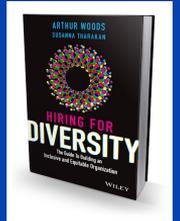
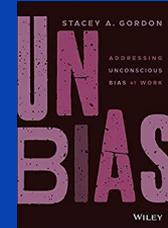
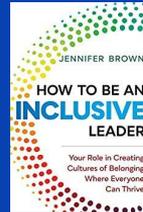
State of Diversity Hiring Report 2021

Business leaders from the smallest startups to the largest global corporations have publicly committed to taking action against bias and discrimination in their own workplaces. But have they succeeded? Read the report to find out.

Warning

DIVERSITY, EQUITY, INCLUSION AND
BELONGING
IS **UNCOMFORTABLE**

THE SEAT IS **NOT** ENOUGH



Challenges of Underrepresented Candidates



81% of underrepresented job seekers believe it's important for employers to invest in diversity but only 6% have clarity on employers' diversity goals or efforts based on what they observe in the hiring process.



62% of underrepresented job seekers report they have experienced bias or been treated differently in the hiring process.



For 76% of underrepresented job seekers have observed a lack of diversity on interview panels; 67% reported completing an interview and never receiving feedback.

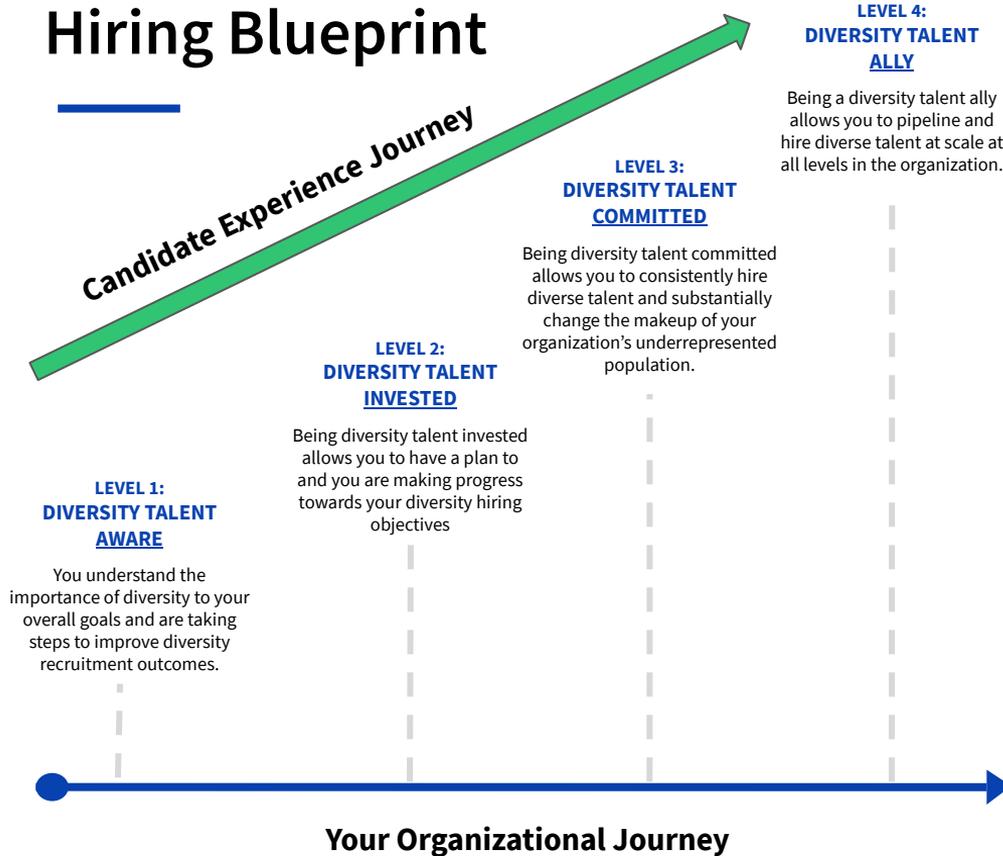


50% of underrepresented job seekers have observed exclusionary or biased terms in job descriptions.



Half (50%) of underrepresented job seekers believe that being from an underrepresented community is a disadvantage.

Diversity Hiring Blueprint



SUCCESS PILLARS



1 - Diversity Brand Equity

Demonstrate Commitment to Diversity
Bias Free Job Descriptions
Accessible Hiring Process



2 - Source Strategically

Tailored Sourcing
Cultivate a Diverse Talent Community
Fair Internal Hiring



3 - Fair Hiring Process

Diversify Hiring Teams
No Bias Screening
Structured Interview Process



4 - Organizational Support

Set Clear, Specific Hiring Goal
Hold Leaders Accountable
Ongoing training

The Data Powering the State of Diversity Hiring Report

400+ self-assessments completed in Q1 & Q2 2021



54%

of respondents headquartered in
North & South America



42%

of respondents headquartered in
Europe, Middle East, and Africa



6%

of respondents headquartered in Asia
Pacific

Click [here](#) to access the report

Key Finding #1



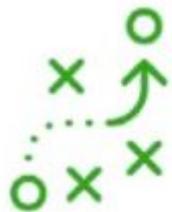
Barely Scratching the Surface

Many organizations are missing out on the most basic opportunities to publicly share their commitment to building a diverse and inclusive workforce with potential applicants.

56%

of respondents reported they don't consistently publicize their diversity plans, commitment, metrics, and outcomes.

Key Finding #2



Working Without a Plan

Many employers' recruitment plans are neither strategic nor specific enough to move the needle.

51%

of respondents said they don't have a process for setting diversity hiring goals.

Key Finding #3



Neglecting Opportunities for Internal Talent

Fair and competitive internal hiring plays a critical role in D&I success, yet many organizations do not follow best practices to engage the diverse employees they already have.

32%

of participants make historically excluded groups aware of job openings*

*more than 75% of the time

Key Finding #4



Bias Keeps Creeping In

Fair hiring processes add perspective, consistency, and structure to the hiring process, ensuring that all hiring touchpoints minimize bias.

69%

of participants haven't implemented structured interviews.

Key Finding #5



Budgets Haven't Budgeted

Employers aren't adequately funding their D&I initiatives in line with their publicly stated goals.

68%

of participants don't have a budget that aligns with their stated objectives.

Take action



- Make sure your commitment to diversity is supported publicly by multiple organization leaders, starting with your CEO.
- Develop a partnership between TA, marketing, and D&I to create content that highlights values, culture, and diversity.
- Promote benefits that might appeal to individuals who represent various dimensions of diversity (partner benefits, EAP, maternity leave).



- Assign executives and senior leaders specific goals for building a pipeline of diverse talent.
- Report and monitor your company's diversity hiring goals at the executive level.
- Create and execute a dedicated communication strategy to actively engage your talent community using customized content that offers value to their overall interests.



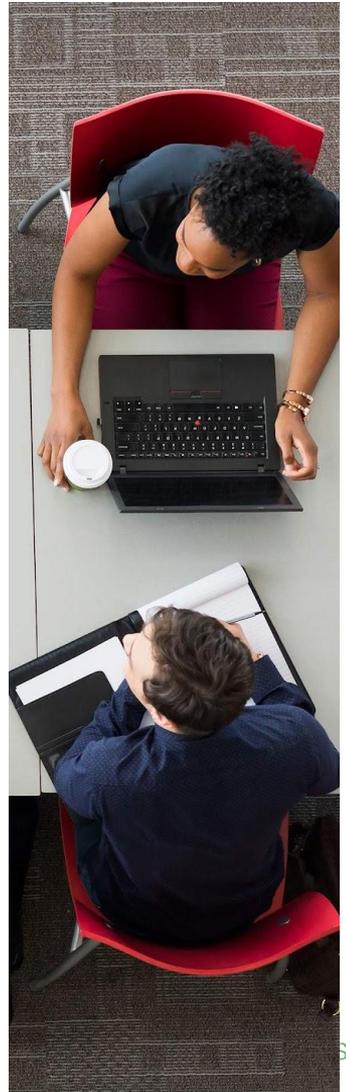
- Give internal applicants the advantage over external applicants by posting jobs internally only for a specific amount of time.
- Offer to interview all internal applicants who are at least 70% qualified for the role.
- Offer historically underrepresented internal candidates an informational interview, even if they are not yet suitable for the role.



- Install processes that allow recruiters to review all resumes for relevant qualifications in a bias-free way.
- Encourage historically excluded interviewers to call out biased feedback in a constructive way.
- Vet your interview scorecards and questions with underrepresented minorities who are currently in the role.



- Examine your company's budget for diversity sourcing and make sure that it aligns with your objectives.
- Consider investing in a CRM tool to categorize candidates according to your hiring objectives.
- Consider investing in alternative sourcing strategies to attract diverse talent.





Diversity hiring success is about

Doing right by ALL people