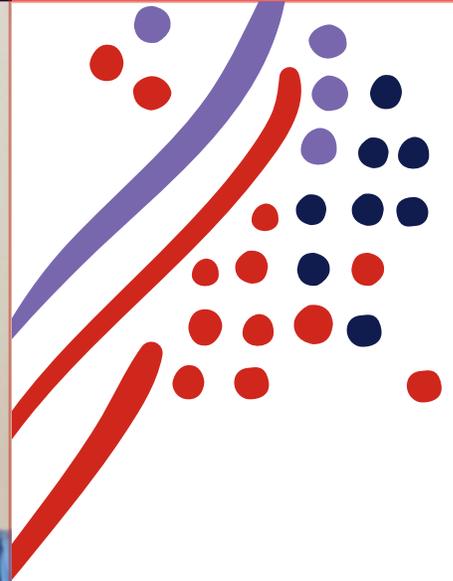# 5 thought starters for improving diversity, equity and inclusion in the workplace

Introduction

The case for diversity, equity and inclusion (DE&I) in the workplace is strong. Benefits[1] include:

Greater profitability	**Stronger client relationships**	**Improved talent retention**
Happier, more productive teams	**Higher levels of innovation**	**Enhanced brand reputation**

During multiple interviews and roundtable discussions, some of the world's top DE&I experts, thought leaders and practitioners spoke to ADP about DE&I in the workplace. Their ideas inspired the following thought starters, designed to help you spark action-worthy conversations about DE&I and move toward a workplace environment that supports everyone.

1. Leading effective DE&I initiatives

2. The value that veterans provide

3. Supporting a multigenerational workforce

4. Hiring and including employees with disabilities

5. Ensuring women play pivotal roles in business

Expert insight

We've looked at DE&I from a talent and HR standpoint. But we also need to think about it from a business standpoint. How do we marry talent practices and business practices so that we can get greater outcomes at the end of the day?

— **Bob Lockett,** chief diversity and talent officer, ADP

✓ Leading effective DE&I initiatives

The following considerations can help you lead effective DE&I initiatives. Know that DE&I has no starting point. You can begin where you are, use people analytics to make progress and set new benchmarks as your workforce evolves. And remember: DE&I is a journey, not a destination.

Understanding the relationship between DE&I

DE&I are often mentioned in the same breath, and while they're related, they differ. Diversity typically refers to a workforce's demographic characteristics, such as gender, race, ethnicity, age, disability status and veteran status. Equity, on the other hand, helps ensure that employees are treated fairly and impartially. Inclusion considers whether employees feel seen, heard and valued. All are essential to better employee engagement, which can help employees do more of their best work sustainably. Some leaders think equity and inclusion naturally follow diversity, but they must account for each to be successful. Approaches to improving DE&I can be simplified with data and analytics tools that tell leaders stories about their people rather than overwhelming them with numbers.

Incorporating intersectionality

Intersectionality is an analytical framework that describes the interconnected relationship of social categorizations, such as race and gender, as applied to an individual or group. It studies how people's various identities overlap to create additional avenues of privilege, discrimination and oppression. DE&I initiatives often segment groups into one identity element. While typically well-intentioned, this approach can result in exclusionary behaviors, as actions taken to resolve inequities for one group may perpetuate inequities toward another.

Understanding intersectionality's impact on employees' daily experiences can help organizations achieve more inclusive and equitable workplaces. Often, policies, programs and resources cater to broadly focused groups. They then get re-purposed for other groups without accounting for differing challenges related to gender, race, ethnicity, age and other characteristics. Leaders should keep these differences in mind as they work to improve DE&I.

Leveraging diversity in the talent pool

Recruitment is one of the first steps to building a more diverse workforce, but many leaders have realized the benefits of getting involved beforehand. One example is leaders engaging younger generations to help foster a more diverse talent market down the line. Some have examined the diversity of their organizations' internship programs, invested in young women in science, technology, engineering and mathematics (STEM) and partnered with organizations working to improve access to education in historically marginalized communities. Luckily, organizations are tracking more data than ever about candidates and employee demographics. In terms of diversity hiring, they can use it to understand where they are, where they'd like to be and what steps they can take to achieve their goals.

Rooting out discrimination in workplace policies

Organizations looking to be more diverse, equitable and inclusive should actively reject and address discrimination. For example, policies, guidelines and handbooks may intentionally or unintentionally discriminate against historically marginalized communities. Organizations should consider developing a plan to excise these communications of non-inclusive language. While creating these resources, leaders can ask themselves: Is the language supportive of a culture of inclusion for all? Is the language gender-inclusive? Does it avoid using unnecessary color-based terminology? Is it mindful of cultural meaning? Is it plain and easy to follow? Does it avoid idiomatic or colloquial confusion? Have non-inclusive instances been bypassed or removed? Is there a plan to address non-inclusive instances that mistakenly work their way in?

Improving DE&I with data

Organizations interested in making improvements to DE&I should start with data. Data provides an informed path to measure and sustain DE&I initiatives and improve business outcomes. As a leader, you can assess your organization's diversity starting point and identify metrics to track. People analytics can provide you with measurements for age, race, ethnicity, gender, disability status, veteran status and even pay equity. The best analytics tools also present common scenarios that help leaders make better, faster decisions. For example, an analytics dashboard that lets you examine diversity overall or by work location, department and job level is a must-have. You should also be able to see which termination reasons impact diversity the most and compare your organization to similar ones in your industry. These tools can help you identify improvement opportunities fast. For inclusion, focus on making employees feel seen, heard and valued. The ADP Research Institute's (ADPRI's) Connection XPerience Score (ConnectionXPS) measures these feelings.[2]

Building more diverse, equitable and inclusive workplaces

DE&I in the workplace has come a long way — and it's essential to recognize that development. No matter your industry or business size, making genuine, data-driven improvements to DE&I should be an always-on consideration. Be sure to acknowledge and celebrate all progress and milestones as you continue your journey toward a more diverse, equitable and inclusive future.

> ### 💬 Voice of the client
>
> We began using DE&I analytics at the start of this year, and, each quarter, we've seen improvement. In my last report, we were able to make pretty significant increases in the number of women, Asian, Hispanic and LGBTQ+ employee groups.
>
> — **Suzanne Harris,** vice president of HR, NexusTek

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Tips and takeaways

- Understand the differences between DE&I.

- As you plan your DE&I initiatives, consider how people's identities intersect to create additional avenues of privilege, discrimination and oppression.

- If diversity in your workforce is lacking, examine your diversity hiring efforts. Use people analytics to guide your decision-making.

- Consider investing in younger, historically marginalized talent in your community to support diversity in your local talent market.

- Remove discriminatory instances from policies, guidelines and handbooks.

- Use people analytics to measure employee demographics and pay gaps. Use the data to create goals, make changes and track progress.

The value that veterans provide

Veterans are one of many groups that can help diversify and strengthen your workforce. They bring valuable qualities to the table, including teamwork, leadership, grit, resilience, empathy and the ability to problem-solve under pressure. These qualities make veterans an attractive demographic for organizations, but veterans must often overcome barriers when transitioning to the private sector. For many, this transition is a giant leap. Bob Lockett, chief diversity and talent officer, ADP, who left the U.S. Army in 1995 after serving nine years, took that leap.

"I lacked an understanding of the private sector and the roles that existed. I was fortunate that an organization took a risk on my potential," Lockett said.

Veterans "come with a level of training and core set of skills that make them, in so many instances, almost plug-and-play," said Steve Cannon, an Army veteran involved in many veterans initiatives. Cannon is also the CEO of AMB Sports & Entertainment, which has hired many veterans. "What I've found is that they're humble. They come with their ego checked at the door and know that it starts with the team. You get the right mindset, and someone used to coming together and solving problems."

To bring more veterans into their workforces, some organizations have partnered with recruitment process outsourcing (RPO) organizations employing military recruiting experts. In this arrangement, an organization leverages the RPO organization's veteran-recruiting expertise to create more effective veteran-recruiting strategies. This partnership can be highly beneficial, especially with an analytics solution that measures an organization's workforce by veteran status.

Each year, approximately **200,000** people leave the United States military service and return to life as civilians.[3] Many of them transition to the private sector.

💬 Voice of the client

We strongly believe hiring military veterans makes us a better company. Our RPO provider's comprehensive military recruiting program helped us increase veteran hiring by 57 percent over the prior year… Offering military veterans a great place to work and a strong career growth trajectory has not only increased the strength and service we offer to our customers; it also delivers unexpected results to our talent acquisition initiative.

— **David Nelson,** director of talent acquisition, Belle Tire

Leadership and the power of transferable skills

Veterans tend to have transferable skills that can help them succeed in today's business world.

"I tell veterans to come to the business world with confidence," Cannon said, adding that veterans' skills, adaptability, resiliency and sense of teamwork are what organizations need.

But the road to the private sector isn't always smooth for veterans, as evidenced by Cannon's experiences transitioning out of the Army. He said that helping even the most promising veteran candidates transition can require some investment but that it ultimately pays dividends. After leaving the Army, Cannon moved into a unique role as chief of staff to the CEO of Mercedes-Benz. The CEO took a risk in hiring Cannon, basing his decision on Cannon's transferable skills, and invested time in helping Cannon succeed.

"He would take me in at the end of a long business day and spend an hour talking with me," Cannon said. "The CEO of a multibillion-dollar organization took the time to give me more context, educate me and expand on some things I wouldn't have known about. That leap of faith and that investment made a profound difference to me."

Veterans overcoming barriers

There are barriers that both veterans and organizations must overcome during transitions.

"The biggest barrier to me is isolation," Cannon said. "[Veterans] come from a cohort, a platoon, a squadron, and what happens with veterans is that, often, when they lose that sense of team and support, that can sometimes lead to bad outcomes."

Cannon's number-one recommendation is to create a strong teamwork culture to help veterans feel included. Leaders can check in with veterans frequently to determine whether they're engaged, leveraging their strengths and doing the work they enjoy most. Organizations can also explore creating a military employee resource group (ERG), where veterans can connect and discuss their transition experiences openly and honestly. It's also crucial to recognize that veterans are capable of transitioning into various roles where they're likely to succeed. Cannon said that veterans, given their experience, often think they're best suited for operations jobs.

"You've got to broaden your aperture on that one," Cannon said, adding that many veterans are accustomed to operating in high-velocity environments where they need to assess information, pivot and take quick action based on those insights. "For me, there's not a job that veterans can't do with the right mindset, team spirit and the desire to continue learning."

How organizations can support veterans

For organizations considering how to support their veteran hires, although solutions like ERGs can provide a powerful mechanism for connection, relatability and camaraderie, Cannon also recommended developing mentorship programs.

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"If you do that with intention, you are going to ease the transition and create a better human resource, and the outputs from that person are going to be profoundly impacted as a result," he said.

It's also important to have candid conversations and provide resources to support veterans' mental health. Cannon said military leaders are keenly aware that their success depends on their troops' overall health and well-being.

"There's only one person. There's not an 'at-work' persona and an 'at-home' persona," he said. "If some part of their life is undermining their ability, whether it's problems at home or feelings of isolation, that will show up. Your ability as a leader to see that and ask them, 'How are you doing? Is there anything I can do for you along the way?' is crucial to taking care of your people."

Organizations that recognize the value and skill sets veterans bring to the table must remember that transitions can be difficult. In addition to establishing ERGs, mentorship programs and mental health support, having an onboarding program that helps veterans acclimate to the organization and an employee engagement platform that simplifies leader check-ins can help veterans feel more included and engaged.

"I would encourage anyone in a leadership position to think about [veterans] as an incredible asset," Cannon said. "Yes, they may have to go through a transition, but I will tell you that they are superbly trained, highly motivated and started their careers in service. They have served, and now's our chance to serve them and set them up for success."

Tips and takeaways

- ✓ Consider partnering with an RPO organization that employs military recruiting experts. Leverage them to add veterans to your workforce.

- ✓ Use people analytics to measure your workforce by veteran status. Plan accordingly.

- ✓ Support veteran hires with a team-centric culture and teamwork opportunities.

- ✓ Consider the social and transitional benefits of creating a military ERG.

- ✓ Provide mentorship opportunities, especially for veterans new to the private sector.

- ✓ Explore offering mental health support as part of your employee benefits program.

- ✓ Check in with veterans frequently to determine whether they're engaged, doing work they enjoy and using their strengths. Employee engagement platforms can simplify check-ins and teach leaders how to use them effectively.

Supporting a multigenerational workforce

Generational challenges facing organizations today include understanding how to support a multigenerational workforce, addressing generational stereotypes and creating an inclusive workplace where all generations feel that they belong. Five generations comprise today's workforce: Generation Z, Millennials, Generation X, Baby Boomers and the Silent Generation. Each generation, by nature of its place in history, has unique experiences of society and the world, which today's leaders should consider as they develop their DE&I initiatives. Supportive approaches include stereotype avoidance and creating a space for intergenerational dialogue.

The business benefits of a multigenerational workforce

Ultimately, the business case for supporting a multigenerational workforce is rooted in the benefits of diversity. According to the ADPRI's "People at Work 2022: A Global Workforce View" report,[4] "Workers are signaling a willingness to walk away if employers fall short when creating a diverse workforce. DE&I is therefore fast becoming a make-or-break issue."

Multigenerational workforces are age-diverse, and research suggests that greater diversity can boost business performance, innovation and revenue. According to a Boston Consulting Group (BCG) study,[5] companies that reported above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity.

Why intergenerational dialogue matters

Developing a safe place where workers from different generations can collaborate creates intergenerational learning opportunities and space for new and innovative ideas to form. In the context of DE&I, Corina Fisher, leader, diversity and talent, ADP, says leaders often focus on demographics when addressing diversity; however, diversity also encompasses the variety of people's thoughts and experiences, a noteworthy takeaway for leaders of multigenerational workforces.

"When people with different backgrounds, thoughts, perspectives and ideas collaborate, innovation is sparked. When we challenge how we think, the impossible suddenly becomes possible," Fisher says. "And when you have differences — in this case, generational differences — it's not about one generation being right and one generation being wrong. It's about learning from each other."

A space for thought-provoking conversations

Organizations interested in creating a workplace where multiple generations can collaborate and feel included may benefit from hosting a safe, interactive roundtable discussion, during which members of various generations can talk about generational differences and stereotypes, lessons they can learn from each other, the qualities they appreciate about each other and more.

"The goal is to have hard conversations and to dispel generational stereotypes but also to keep it a fun networking event," said Emily Laabs, delivery manager, ADP, and central membership director for ADP's Generations business resource group (BRG). "It's important to bring the generations together so that we can be better individually and as businesses in general."

Leaders can get the conversational ball rolling with questions such as:

- What is something about each generation that you like?

- What is something from a different generation you've learned to adapt to?

- What is your favorite lesson you've learned from another generation?

- What stereotypes about your generation do you not believe to be true? How can we see those stereotypes differently?

Avoid making the conversations feel too much like work, and consider appointing designated hosts who can help keep the conversations light, fun and respectful. Additionally, writing down questions and discussion topics in advance can help keep the conversations on track.

Prioritizing individualities over generalities

While intergenerational roundtable discussions can be a space for positive professional networking, thought-provoking educational dialogue and personal relationship-building, there's always the possibility that assumptions and stereotypes will be voiced. Set the stage for a safe and positive conversation at the beginning, navigating discussions about assumptions and stereotypes with sensitivity, empathy and understanding. In this vein, Fisher says it's helpful to focus on individualities, not generalities.

"For me, it's about, 'What can we learn from each person's experiences?' Because each person is going to be completely different," Fisher says. "Don't assume you know that, for example, certain generations don't work together or that you're going to be so far apart and so different that you'll never find common ground. Set that aside. Be willing to listen. Do more listening than talking, and look at the experience through a positive lens."

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Generational diversity as a business imperative

Diversity is a business imperative. Some may think that reaping the benefits of generational diversity, specifically, is challenging or out of reach. But intergenerationally collaborative discussions, or any collaborative format through which diverse perspectives can be shared, can help get the ball rolling — and help leaders see diversity as a significant business advantage.

"It shifts it from, 'It's a challenge for us to solve,' to, 'It's a business advantage for us.' When we start flipping the script from, 'This is another thing for us to do and worry about,' and start seeing the collaboration and innovation that comes from it, that gives us an edge within competitive talent landscapes," Fisher says. "And that will help us attract and retain talent from all generations."

Leaders can reap the benefits of diversity with data and insights from a reliable people analytics solution. For generational diversity, age metrics are beneficial and can help simplify your intergenerationally focused DE&I initiatives. Use these metrics to create age-diversity goals, make changes and track progress.

💬 Voice of the client

The communities we serve are richly diverse, and it's important that our teams are equally as diverse and understand the needs, culture and tone of any community we're working in.

— **Michele Stowe,** chief operating officer, Mercy Housing

Tips and takeaways

- ✓ Understand the benefits of a multigenerational workforce.

- ✓ Avoid stereotyping. Don't assume every member of a generation is the same.

- ✓ Provide intergenerational learning and discussion opportunities to help drive generational awareness, innovation and inclusion.

- ✓ Measure your workforce's age makeup with people analytics. Use this data to create age-diversity goals, make changes and track progress.

Hiring and including employees with disabilities

Disability support is a must-have in today's DE&I landscape. Creating meaningful change takes time and effort, but organizations can support people of all abilities in the workplace. People with disabilities bring unique skills, creativity, perspectives and experiences to the table. Here's why, says Charles-Edouard Catherine, who is blind and serves as director of corporate and government relations at the National Organization on Disability (NOD):

"Remember that only 17 percent of people with disabilities were born with a disability, meaning that the rest of us acquired it along the way," he said. "A common talking point about this talent pool is that we're resilient, problem solvers and can think outside the box."

"People with disabilities, including myself, there's something about us," said Giselle Mota, principal, future of work, ADP. "We bring value to the organization and an innate skill set that comes from certain challenges and struggles."

Given the unemployment rate for people with disabilities6 (10.1 percent) and the reality that 3.68 percent of employees self-identify (self-ID) as having a disability to their employers,7 ensuring that workplaces embrace disability inclusion in culture building and hiring practices should be a top priority.

Hiring and disability inclusion

Mota said that disability inclusion starts with hiring and often involves exploring improvement opportunities. Identifying and eliminating instances of non-inclusive language — and getting feedback from the audiences you're targeting — is key to improving job descriptions and other communications facing applicants with disabilities. Karen Roy, brand ambassador at Numotion, said that Numotion recently went through the Disability Equality Index (DEI), where they discovered they'd used exclusionary language in their job descriptions. Instances such as "must be able to lift 50 pounds," even though that ability wasn't required for specific jobs, unintentionally deterred differently abled candidates from applying.

"It's important to have people with lived experiences tweak those job descriptions and weigh in," Mota said.

Establishing populations with disabilities as a hiring focus is a critical step forward. Laurel Rossi, chairwoman of the board at Creative Spirit U.S., said that organizations often fail to include disability in their DE&I agendas because they don't know how or fear they'll use the wrong terms. She recommended reaching out to specialists to learn how to use the correct wording and encourages leaders not to be afraid to jump in and learn as they go.

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Establishing a culture of disability support

Low self-disclosure rates for employees with disabilities and the reality that most disabilities are invisible to others8 add a layer of difficulty to establishing disability accommodations. But training can be an essential step toward normalizing disabilities, caretaking and encouraging self-ID, said Jessica Tuman, vice president of Voya Cares. Voya Cares' strategy involved people-first language instruction and disability etiquette training to help give employees better tools for inclusion. Voya also evaluated its accommodations policy to ensure it was updated and that managers knew where to find it. They also trained managers on how to work with employees with disabilities effectively. Each step added another layer of support to building a culture where employees felt safe to disclose.

Best practices for tracking disability success

How can organizations track the effectiveness of their disability support initiatives? Many organizations track their self-ID rates, but this is just one piece of the puzzle.

"The key driver for disability inclusion is the relationship between the employee and the manager," Catherine said. "Organizations need to ask questions such as, 'Do we have disability awareness training? Do we talk about disabilities? Do we have an ERG? Are we tracking promotions within the organization?'"

Additionally, people analytics can help leaders inform and track their disability DE&I initiatives and spot and close pay gaps between employees with and without disabilities, all positive steps toward creating an equitable workplace that values disability inclusion and support.

Disability support strategies working right now

Recruiting from disability talent pools can help fill critical positions. Employees with disabilities are frequently, contrary to what some may think, loyal, diligent and reliable workers. Catherine said that many people with disabilities have natural skill sets and qualities regarding resiliency and problem-solving, making them valuable assets in the workplace. Additionally, disability status metrics can give leaders insight into their workforce's disability population, helping them inform and execute targeted hiring and DE&I efforts for people with disabilities.

39%
of employees with disabilities have disclosed their disabilities to their managers. Fewer have told their teams (24%), HR (21%) and clients (4%).[8]

On average, workers with a disability earn

$0.66

for every dollar an employee without a disability earns.[9]

Leaders shouldn't forget about caregivers when planning disability support initiatives. Tuman said that an ERG focused on caregivers and employees with disabilities is an excellent source of support and connection and a great way for an organization to solicit feedback on policies, content and brand building. Tuman also stressed developing mentorship or buddy systems to help connect employees with others facing similar challenges. Additionally, Roy said flexible scheduling could help caregivers and employees with disabilities meet their individual needs.

Ultimately, creating space for caregivers and employees with disabilities to self-ID can give organizations the insight they need to provide the most helpful support and benefits. These benefits can help employees manage complex situations due to caregiving responsibilities and disabilities. For example, organizations could help their employees navigate the social security system or create a more flexible work environment where the focus is results, not time spent. Providing benefits that support employees in these situations can help reduce absenteeism and increase retention.

"If you're not one of the organizations putting disability at the top of your agenda, please do," Rossi said. "There are non-profits, consultancies and expert employees that can help, and it's an investment that will pay dividends. DE&I isn't just the right thing to do — it's good business sense."

Tips and takeaways

- Add disability inclusion to your DE&I agenda if you haven't already.

- Use people analytics to inform disability DE&I initiatives. Use disability status metrics to improve diversity and close pay gaps between employees with and without disabilities.

- Use inclusive language in job descriptions and other applicant-facing communications, e.g., "employees with disabilities," not "disabled employees."

- Consider the benefits of flexible scheduling for caregivers and employees with disabilities.

- Explore disability inclusion resources, such as the Disability Equality Index (DEI), a benchmarking tool that helps organizations achieve disability inclusion and equality.

- Evaluate and create policies addressing reasonable accommodations for employees with disabilities. Ensure they have the tools and resources they need to succeed.

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Ensuring women play pivotal roles in business

There are numerous opportunities for organizations to examine how they support women. To highlight women's efforts and address issues such as leadership representation, organizations must keep gender equity a key focus of their DE&I initiatives, examining how their initiatives are performing and considering how to foster the right conversations internally and with their broader audiences. The following considerations can help leaders evaluate and improve their approaches to creating gender-equitable workplaces.

Understanding where gaps exist

Organizations exploring how to close gaps for women should know where the gaps are. Equity issues are varied and include pay, representation, schedule alignment and advancement opportunities. People analytics can help organizations address these challenges by empowering leaders to identify and close gender pay gaps, measure the representation of women in their workforces and more easily identify advancement opportunities

Incorporating women's post-pandemic realities

The COVID-19 pandemic forever reshaped many women's careers, but many pandemic-related challenges exacerbated and magnified issues already at play in the workforce. Efforts to recognize and improve women's experiences must consider these realities. By understanding women's experiences in the workplace today, leaders can create better solutions that optimize women's workplace experiences and support their organizations' broader DE&I initiatives. Using people analytics to close gaps in pay and leadership representation, identifying where increased flexibility in policies could better support working women, particularly working moms, and continuing to provide equitable advancement opportunities can make a significant difference.

Fostering diversity in STEM talent pools

While all the women in your organization deserve support and recognition, some areas of the workforce have been more difficult for women to gain a foothold in. For instance, STEM fields remain challenging for women to break into. Ask yourself what steps your organization can take to foster greater gender diversity in STEM fields. Strategies include highlighting existing high performers, providing entry-level opportunities and recruitment support and developing targeted women-in-STEM support systems, such as ERGs, to help women succeed in STEM roles.

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Increasing workforce diversity

Another vital element of ensuring gender equity in the workplace is embracing intersectionality and paying specific attention to the experiences of women of color (WOC) and the opportunities available to them. Consider using people analytics to guide the composition of leadership teams and boost representation of Black, Hispanic, Asian and other WOC.

"Women and diversity in leadership lead to higher revenues and sales, so why is it still such a hard sell?" said Nela Richardson, chief economist, ADP.

Organizations must discuss how to take gender equity beyond the glass ceiling and ensure that opportunities beyond it are available and accessible to all employees, including WOC.

Recognizing women in broader networks

Community and networks are vital to success. When organizations explore their DE&I conversations and what experiences they're creating for women, there's also an opportunity to examine their impact on women partners and women-led organizations. With millions of women-owned organizations in the U.S., working with women partners, vendors and collaborators is an essential pathway for organizational growth. One area to consider is prioritizing partners or vendors that are certified women-owned businesses. As part of a larger mission to positively impact women in the workplace, these key partnerships can boost supplier diversity and help women-founded entrepreneurial ventures grow and thrive alongside your organization.

Participating in ongoing conversations about women at work

Continually attend events that provide up-to-date, expert-informed perspectives on gender equity in the workplace. Ensure the events create space for women to have open and honest conversations about their experiences. An organization's ongoing activities for supporting women at work can benefit from its employees participating in broader, more extensive discussions happening in the space. Organizations should keep gender equity in mind when planning their DE&I initiatives. More critically, they should work to build diverse leadership teams, provide equitable access to opportunities and encourage inclusive behavior.

💬 **Voice of the client**

As an older female, the biggest thing for me is to continue to educate people not to have fear just because somebody looks different from you or acts differently than you do. We have an obligation to educate individuals to eliminate that fear, and it would make me very happy to see that gone in my lifetime. I get more passionate about it because the only way to eliminate fear is through diversity and inclusion.

— **Barb Trautman,** senior vice president, head of compensation and benefits, Bank of the West

▤ Tips and takeaways

- ✓ Use people analytics to measure your workforce's pay equity and leadership representation. Identify and close pay and leadership gaps.

- ✓ Identify where increased flexibility in policies could better support working women.

- ✓ Explore avenues for supporting women in STEM, such as highlighting existing high performers and providing entry-level opportunities and recruitment support.

- ✓ Consider the benefits of establishing a women-focused ERG.

- ✓ Embrace intersectionality, accounting for WOC in your DE&I initiatives. Pay close attention to pay gaps, leadership representation and inclusive behaviors.

- ✓ Consider establishing supplier partnerships with women-owned businesses to improve your supplier diversity and support women entrepreneurs in your community.

Want more thought starters?

ADP's DE&I Resource Center offers a wide variety of insights to help organizations navigate these important workforce topics. As you think about your strategies, remember that people analytics is essential to creating strategic, measurable DE&I initiatives. You can use it to continually determine where you are, where you want to go and how successful you've been. You can track diversity, pay equity and inform your inclusion strategies, making changes accordingly. You can make a meaningful difference.

💬 Voice of the client

ADP's products have played an instrumental role in helping to inform some of our decisions around DE&I. Their reporting allows us to focus on what's most important and get a sense of where we have strengths within DE&I and where we have opportunities. We're able to run analytics to know what our population looks like at every single level of the organization. It allows us to see as we go up the organization how those diversity metrics change and where we want to target our efforts.

— **Laura Sorensen,** chief people officer, First Watch Restaurants Inc.

Explore the Self-Guided DE&I Demo

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