



COLUMBUS PARTNERSHIP  
**DEI LAB: SETTING DEI GOALS AND BEGINNING TO  
INTEGRATE GOALS INTO OPERATIONS**

*February 2023*

**EXAMPLE DEI GOALS**

The purpose of this document is to share examples that companies can utilize as a guideline to set their own goals. We recognize that each companies' goals will differ based on where they are on their diversity, equity and inclusion (DEI) journey and the organization's readiness.

**Attract**

- Facilitate internship program that includes all areas of the business where more than 75 percentage of interns are ethnically diverse.
- Increase representation by xx percent of representation by xxx date:
  - Women (fill in goal)
  - Black/African American (fill in goal)
  - Latino/Latina/Latinx (fill in goal)
  - Indigenous (fill in goal)
- Infuse diversity focus in all facets of our business including recruiting sources, career fairs, interview candidate selections, utilization of interview guides and participation in onboarding partner program.
- All openings for people leader positions require a diverse slate of candidates.
- Maintain or exceed 50 percent diverse new hires and promotions.
- Policies and procedures are reviewed for recruitment bias by xx and action plan to resolve any identified bias complete by xx.
- Representation goals mirror communities.

**Engage**

- Gain 70 percent or higher favorability rating on DEI questions included in employee engagement survey.
- Increase engagement (invest, volunteer, partner) with nonprofit organizations that encourage and support DEI in the community by xx percent.
- Achieve xx percentage team member participation in DEI-focused committees and resource groups.
- 20 percent of all employees belong to an ERG by 2025.

**Develop**

- Continued education of all employees on diversity, unconscious bias, equity and inclusion.
- 100 percent of all people leaders complete inclusive leadership training within a 60-day window (done in 2021) or a 6-month window (done in 2022). This is a CEO objective.
- All people leaders engage in at least one DEI learning per year.
- All VPs and above sponsor a diverse employee.
- 95 percent of all leaders will complete organizational related DEI training.

- 85 percent of all colleagues will complete Cultural Proficiency training.
- Identify specific processional activities and achieve xx percent participation.

### **Retain**

- Leadership will include diversity as an area of focus in each location review.
- XX percent increase in retention of employee targeted demographics.
- Maintain average base salary levels for women and ethnic minorities within 2+ percentage points of men and non-minorities.
- Diverse workplace diversity metrics related to senior and executive leadership:
  - Total diversity, target xx percent\*
  - Gender diversity, target xx percent
  - Ethnic diversity, target xx percent
  - Diverse hiring, target xx percent\*
  - Diverse promotion, target xx percent\*
  - Internal hiring, target xx percent
  - Culture, trust and engagement (top decile as compared to peer group)
  - Pay equity (approximately 100 percent)
  - Senior and executive leadership diversity, target xx percent\*
    - \*best practices target is 50 percent

### **Community Benefit and Investment**

- Collaborative/integrated community programs
  - Social Justice
    - Focused advocacy efforts partnering with organizations that are committed to the advancement of racial equity and serving marginalized communities.
  - Supplier diversity and sustainability
    - XX percent increase in spend with diverse suppliers.
  - 25 percent of all employees volunteer by 2025.
  - All VPs and above serve on at least one nonprofit board.
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### **DEI Lab Participants**

- Janelle Coleman, VP, Community Engagement & Diversity, Inclusion and President of AEP Foundation, American Electric Power
- Karla Cupp, VP, Chief Human Resources Officer, M/I Homes
- Donald Dennis, EVP, Diversity, Equity, Inclusion and Culture, Huntington
- Shayne Downton, Director of DEI, Mount Carmel Health System
- Margaret Finley, Director of DE&I and Corporate Affairs, Advanced Drainage Systems
- Karen Fowler, Global Chief Diversity, Equity and Inclusion Officer, Hexion
- Priscilla Hammonds, AVP-Diversity, Inclusion & Community Relations, Grange
- Ayana Hinton, Associate Provost for DEI and Director of Denison Forward, Denison University
- Yvette Hunsicker, Vice President, Corporate Social Responsibility, Inclusion and Diversity, American Honda Motor Company, Inc.
- Devray Kirkland, Chief Diversity, Equity and Inclusion Officer, Cardinal Health

- Lourdes Negrón-McDaniel, Director, Inclusion and Culture, Nationwide Children's Hospital
- Ralph Smithers Jr., AVP, Diversity, Equity, Inclusion and Community Engagement, Encova Insurance
- Ashley White, VP of DEI, Big Lots

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# DEI Workforce Maturity Model

# Business Case for Diversity, Equity and Inclusion

**McKinsey and Company's** (May 2020) research affirms the strong business case for gender, ethnic and cultural diversity in corporate leadership:

- “Companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile.”
- “In the case of ethnic and cultural diversity...in 2019, top-quartile companies outperformed those in the fourth one by 36 percent in profitability.”

Fostering a diverse and inclusive culture is a critical differentiator for companies:

- “Employees need to feel and perceive equality and fairness of opportunity in their workplace.”
- “It enables individuals both to shine in their own right and to pull together as a team.”

Sources: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

[Why diversity matters Catalyst.pdf 10 2014.pdf](#)

Our DEI strategy, which is underpinned by purpose-driven leadership and data-driven accountability, encompasses our strategic focus areas of Workforce Diversity, Workplace Inclusion, Supplier Diversity, and Community Engagement.

## Workforce Diversity

- ❑ Engage, Develop, Retain, and Attract talent of all backgrounds that reflects the realities of our marketplace, our communities, and the relevant labor market in alignment with our Social Equity Colleague Plan.

## Workplace Inclusion

- ❑ Create a culture of inclusion with the sense of belonging through consistent and sustained execution of the Huntington DEI strategy that is welcoming and open to all.

## Supplier Diversity

- ❑ Drive economic inclusion within our supply chain to produce quality products and services from diverse businesses in alignment with our purpose of making lives better, helping businesses thrive, and strengthening the communities we serve.

## Community Engagement

- ❑ Aligning to our community plan, position Huntington as a “Category of One” DEI leader with our colleagues, customers and communities, fully leveraging our diverse talent and inclusive culture towards positive outcomes in our communities.

## Commitment

- Ensure colleagues and external stakeholders understand Huntington’s unique aspirations and commitment to DEI via:
- Social Equity Colleague Plan
- Community Plan
- Engage, Develop, Retain, Attract (EDRA)

## Strategic Priorities

- 1) DEI Oversight and Engagement Model
  - a) DEI Strategic Council
  - b) Regional DEI Strategy
  - c) BRGs and Inclusion Councils Governance
- 2) Hispanic/Latinx Talent Initiative
- 3) Disability Inclusion and Accessibility initiative

### Other Focus Areas:

- Business Segment-Specific DEI strategies
- Military Destination Employer
- Diverse Sourcing Framework
  - African American including HBCUs
  - Asian American Pacific Islander
  - LGBTQ+ Talent
  - Persons with Disabilities, and
  - Hispanic Serving Institutions (HSIs)

## Accountability

- Social Equity Colleague Plan Key Performance Indicators
- Supplier Diversity Goal of 18.4% (Benchmark against Financial Services Roundtable for Supplier Diversity)
- Deploy \$16B racial equity Community Plan commitment
- Achieve ELT and Regional President DEI Goals
- Shareholder Accountability activated through
  - Community Development Committee of the Board
  - National Community Advisory Council Community Commitments
  - ESG Reporting

**Emphasis: Create a more diverse, equitable and inclusive workforce that reflects the various dimensions of diversity that exists within our customers and the communities we serve.**

## State of DEI Current

### Top \*Metrics Describing Current State

- WF Diversity Grade = **xx.x%** (xx.x% Gender xx.x% Ethnicity)
- New Hire Diversity Grade xx = **xx.xx%**
- Promotions Diversity Grade xx = **xx.xx%**
- Internal Hiring % for Grades xx = **xx.x%**
- Increase diversity of senior level and executive level successors to xx% each by the end of xxxx = **xx%**
- Maintain xxP Voice Index
  - Culture Index = **xx.x%**
  - Engagement Index = **xx.x%**
  - Trust Index = **xx.x%**
- Maintain average base salary levels for women (W) & ethnic minorities (EM) within x(+/-)% points of men & non-minorities

## Top Business and DEI Priorities Driving DEI Strategy

1. Business Priority #1
2. Business Priority #2
3. Business Priority #3

## State of DEI Future

### Top 5–7 Metrics Describing the End State

- Workforce Diversity Grade 99 = **xx%** (xx% Gender +xx% Ethnicity)
- New Hire Diversity Grade xx above xx%
- Promotions Diversity Grade xx above xx%
- Internal Hiring % for Grade xx above **xx%**
- Increase diversity of senior level and executive level successors to xx% by the end of xxxx
- Maintain Pxx Voice Culture Index
- Achieve Pxx Voice Engagement Index by end of xxxx
- Maintain average base salary levels for women (W) & ethnic minorities (EM) within x(+/-)% points of men & non-minorities

# DIVERSITY AND INCLUSION MATURITY

## **Stage I Awareness**

- Secured executive buy-in and alignment
- Current state analysis & future state defined
- Define business case & vision of success
- Develop an enterprise wide foundation of awareness
- D&I strategies drafted & launched

## **Stage II Operationalize**

- Integrate and leverage existing HR initiatives to attract and develop diversity
- Establish a diversity and inclusion team
- Critical mass of visible diversity exists throughout organization
- Associate Resource Groups leveraged to accomplish business goals.

## **Stage III Leveraging**

- Workforce drives innovation
- Increased levels of associate engagement and customer satisfaction
- Associate Resource Groups contribute to business results
- Reduction of regrettable turnover
- X Company recognized for reputation and commitment both internally and externally

## **Stage IV Internalization**

- Inclusive behaviors are internalized & automatic
- Inclusion builds sustainable growth for the business
- Alignment to vision and day-to-day practice
- It's a way of doing business

Stages are not mutually exclusive.



# Setting Talent Goals

Pressure test your goal setting tactics by deciding where they fall in the below maturity model.

<b>DEI maturity</b>	<b>7-10+</b>			
	<b>3-7 years</b>			
	<b>1-3 years</b>	Ex. Assess Applicant Pool	Ex. Goals by levels above Director	
		<b>New</b>	<b>Experienced</b>	<b>Innovative</b>
		<b>Goals maturity</b>		



# Planning & Implementation



Time

*TBD*

*TBD*

*TBD*

*TBD*

Task

- *Meet with DEI Advisors*
- *Assess applicant pool*

- *Align on KPIs*

- *Develop strategic options for consideration*

- *Monitor measurement plan*

Illustrative Deliverables

- *Facts based diagnostic*

- *LT report on business and associate impacts*

- *Leader talking points*

- *Bi-annual Update*

Channel / Audience

- *Meeting / DEI Advisors*

- *Meeting / ELT*

- *DEI Dashboard Report / LT*