

# BUILDING EVIDENCE INTO YOUR DIVERSITY AND INCLUSION STRATEGY

Mercer consults with clients to build diverse workforces and inclusive workplaces in support of compliance, talent optimization, and business growth through innovation. Mercer's distinct approach to diversity and inclusion combines the latest scientific research with workforce analytics, world-class expertise in leadership and organizational performance, and peer-to-peer networking opportunities for our clients.

## EVIDENCE + ENGAGEMENT + PARTNERSHIP = SUCCESS

A professional services organization praised for its diversity programs was not making any progress against its representation goals – and numbers looked weak relative to external benchmarks. Analysis of its own workforce data and direct engagement with business leaders led to a series of interventions driven by HR to enable diversity: eliminating ratings in the first year for senior hires to prevent lateral turnover, particularly among diverse employees; pairing diverse talent with top-rated supervisors and mentors; proactively marketing critical cross-business and cross-geography experience (for example, training); conducting regular pay equity assessments to counter diverse exits; and implementing leadership

interventions after a maternity leave of absence. These combined actions put the organization back on its critical path, dramatically improving retention of diverse talent and accelerating its leadership pipeline.

## THE DIVERSITY DATA CHALLENGE

Many diversity leaders try hard and still fail to achieve their objectives. They lack the right evidence to lobby for impactful decisions. And, lacking that evidence, they haven't been able to galvanize business leaders to support the cause.

An examination of an organization's internal labor market that analyzes the flows of talent from hires to promotions to exits can reveal areas of potential inequity

## MERCER CAN HELP

Mercer has found the most successful starting point for meaningful conversation with executives is to bring together three elements:

- 1. An understanding of the legal and environmental contexts for diversity, which represent business imperatives for change.** Three longstanding networks of cross-industry diversity leaders provide Mercer and network members with a unique venue for benchmarking and sharing of best practices. Since 1962, organizations from the Fortune 500, Global Fortune 1000, and FTSE 100 have relied on the networks for up-to-date information, trends, and thought leadership at the global, regional, and country levels.
- 2. Representation data by country, industry, and occupation, which highlight areas of opportunity and provoke action.** Mercer has access to global workforce diversity data. Of special note is our highly detailed data on diverse representation in managerial levels in 33 countries with breakouts for 13 industry sectors and nine occupational groups in each of the countries.
- 3. An examination of the organization's internal labor flow – the process by which an organization attracts, develops, rewards, and retains its talent – using Mercer's proprietary Internal Labor Market (ILM<sup>®</sup>) tool, with the objective of identifying unique points of risk and areas of opportunity.** Data that reside in administrative systems, chiefly the HR information system, can be leveraged to drive insights about actions that would result in the greatest impact for your organization.

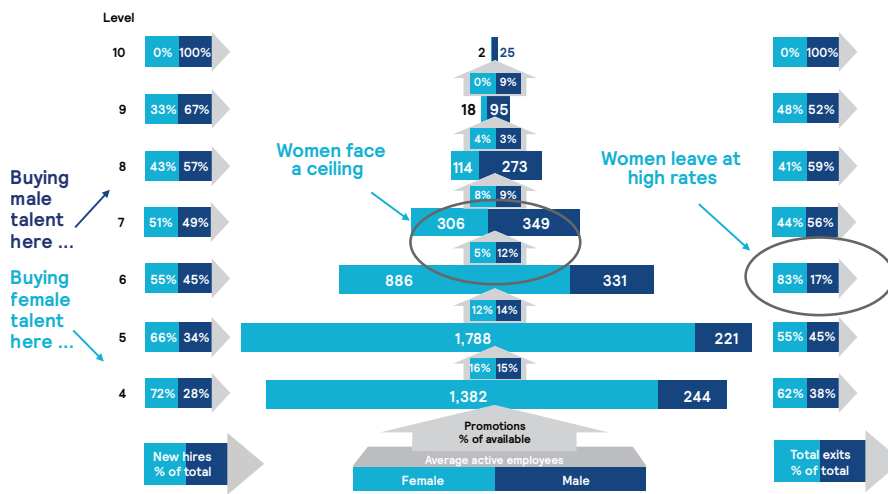
or risk. Projections of future representation based on these flows, and associated scenario testing, can help focus dialogue and associated efforts – retaining women in mid-career might be a critical area of focus, or perhaps emphasis should be

on addressing an observed “glass ceiling.” Though such analysis won’t answer all questions, it effectively stimulates contextual thinking and can be extended in a targeted manner to provide for more effective decision-making. (See Exhibits 1 and 2.)

**FOR MORE INFORMATION**  
 To set up a meeting to discuss Mercer diversity and inclusion products and services, please contact [jessica.kirby@mercer.com](mailto:jessica.kirby@mercer.com) or for more information, visit [www.mercer.com](http://www.mercer.com).

**EXHIBIT 1: ILM MAP BY GENDER**

ILM maps can target particular workforce segments – in this case, gender.



**EXHIBIT 2: ILM MAP PROJECTION**

Projections showed that this organization would not achieve its objectives unless it improved hiring, promotion, and retention of women.

