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Implementing Metrics-Based Diversity, Equity, and Inclusion Programs: Recruiting, Retention, and Leadership Advancement

WEDNESDAY, JUNE 1, 2022

1pm Eastern | 12pm Central | 11am Mountain | 10am Pacific

Today's faculty features:

Valerie Jackson, SVP and Chief Diversity Officer, **Zuora**, Atlanta, GA

Lori Lorenzo, Research & Insights Director, Chief Legal Officer Program, **Deloitte**, Bristow, VA

Punam Singh Rogers, Partner; Co-Chair Diversity, Equity & Inclusion Practice Group,
Constangy Brooks Smith & Prophete LLP, Boston, MA

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Implementing Metrics-Based Diversity, Equity, and Inclusion Programs

June 1, 2022



Speakers



Valerie Jackson

Chief Diversity Officer,
Zuora



Lori Lorenzo

Research & Insights
Director, Deloitte Chief
Legal Officer Program



Punam Rogers

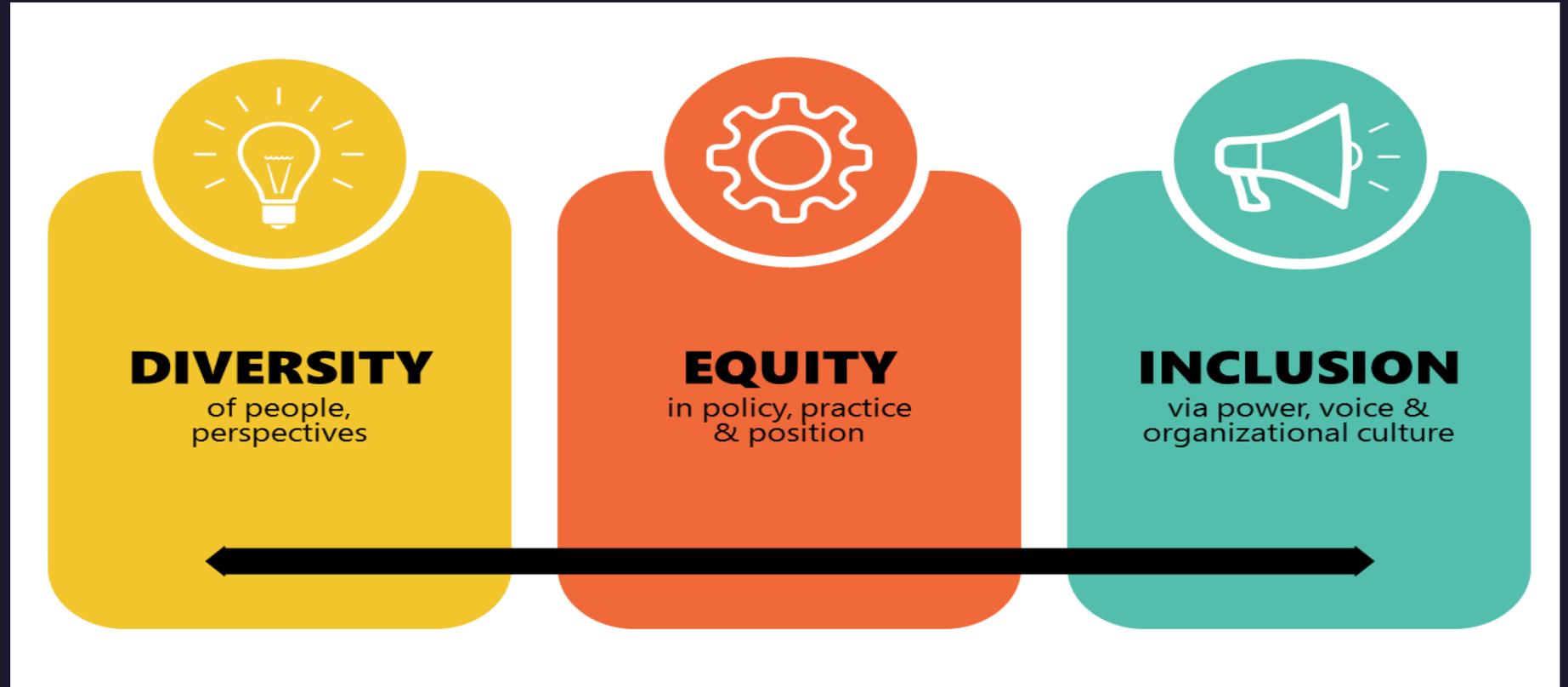
Partner, Diversity, Equity &
Inclusion Practice Group
Co-Chair, Constangy
Brooks, Smith & Prophete
LLP

What we will cover today

- **What is Diversity, Equity and Inclusion?**
- **How to initiate metrics based approach to DEI?**
 - Audit, Goal Set, Communicate and Implement**
- **How to use DEI data to Lead, Influence and Partner within your organizational structure?**
- **How to manage and mitigate legal risks?**
 - Emerging Fed/State Laws, Governance, Compliance**
- **Recap on how you can skillfully make meaningful DEI progress using a metrics based approach**

What is Diversity, Equity and Inclusion?

When you use metrics to calibrate these three concepts into action it will create an environment of involvement, respect and connection— where the richness of ideas, backgrounds and perspectives are harnessed to create business value— which leads to success



Polling Question:

Are you currently responsible for creating, implementing, reviewing, measuring your organization's DEI data?

Yes or No

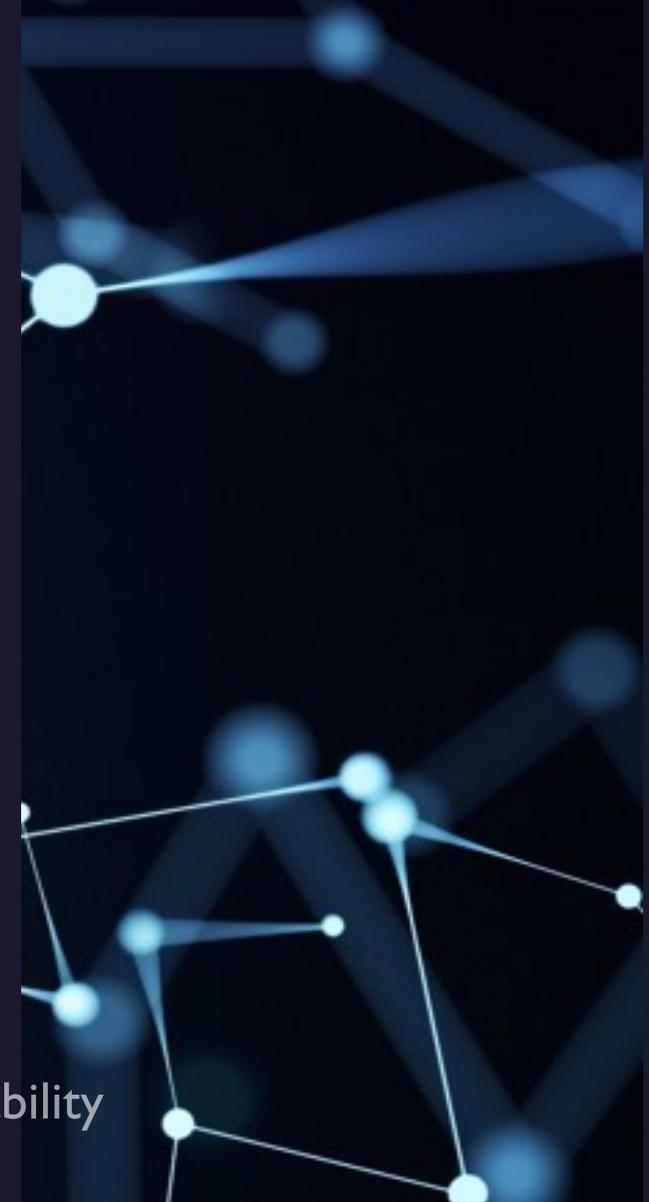


How to get started?

It is important to know where you are to know where you are heading. Typically, you can do this by conducting an audit that is:

- Internal or External
- Formal or Informal
- Comprehensive or Targeted
- Quantitative and Qualitative

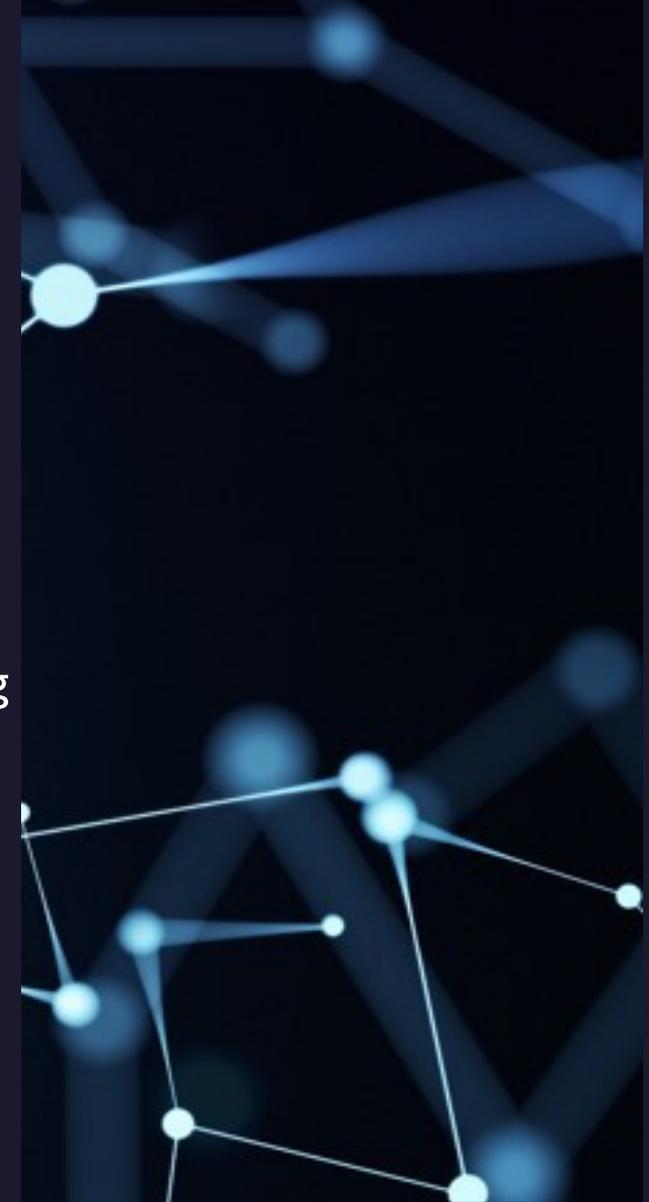
Key: Review and create an outcome summary, with risk and vulnerability assessment. Then, you need to devise a plan.



Setting Goals and a DEI Framework

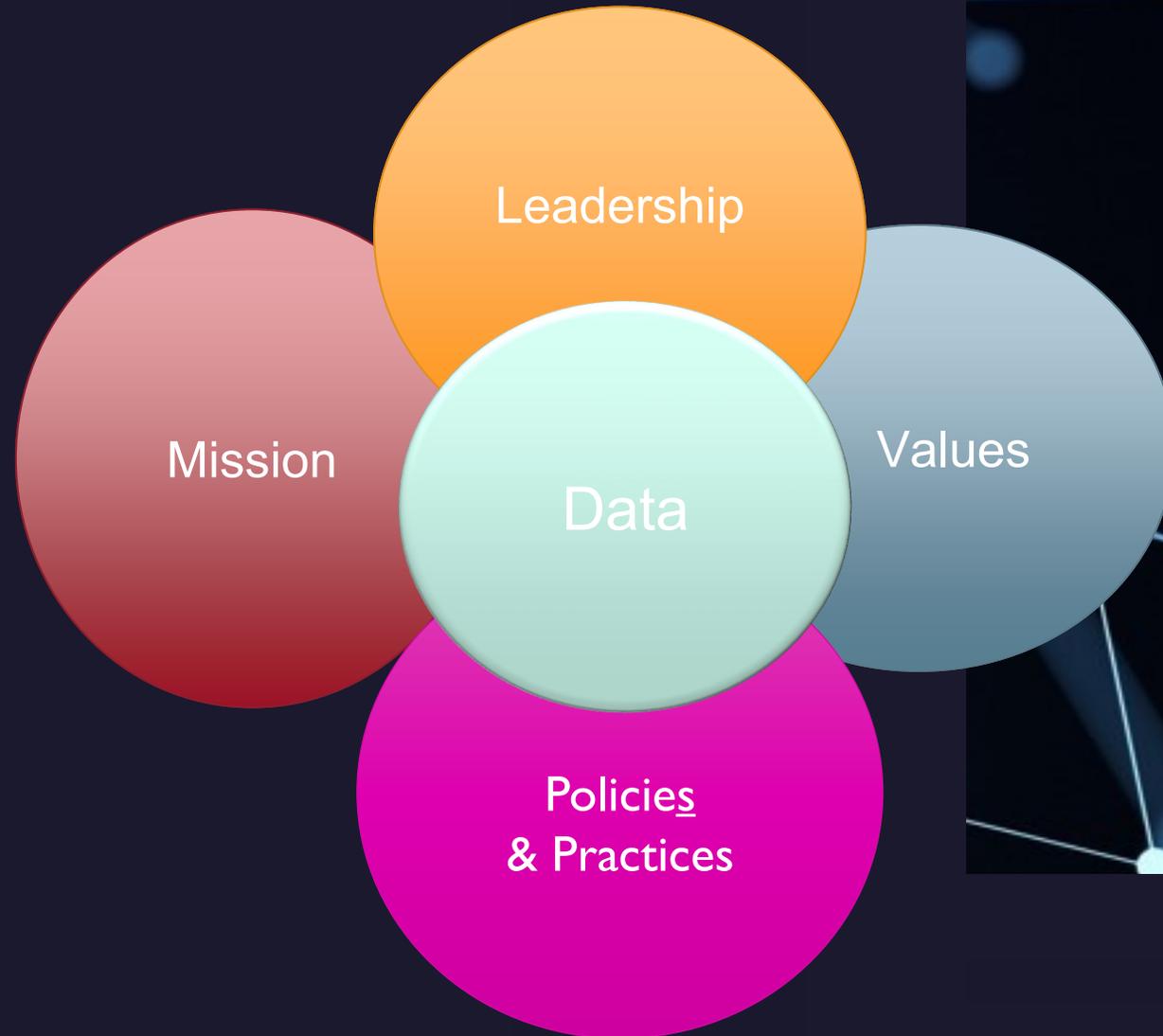
To create a strong data-driven DEI strategy, you may consider answering the following questions:

- Based on current audit results, what is the top 3 short term and long term strategic goal(s)?
- What are measurable metrics that will drive those goals?
- Who will be accountable? And, by when?
- How will progress be measured?
- What is the timeline to evaluate, review and revise the goals?



The Role of Data

When you align your
Mission, Values, Policies and
Practices, and Leadership is
aligned with DEI only then will
you see measurable
progress



How can data or metrics help you better LEAD your legal team, while also having the ability to INFLUENCE your company and PARTNER with your organization's ecosystem to drive change?



DEI and Legal Departments

2021 Corporate Legal Operations Consortium (CLOC) published their annual State of the Industry survey which indicated that 61% of legal departments identified implementing and sustaining DEI programs for their organization as its highest priority. (Stark contrast to 2020 where only 27% deemed it a high priority)

More than 50% Legal Departments will request and review diversity data from their external law firms (2020, only 15% asked for this data)

Polling Question:

My company currently does the following with respect to DEI data collection and publication (choose all that apply):

- Publicly publishes a report
- Internally publishes a report
- Has engaged or is engaging in pay equity studies
- Has studied or currently is evaluating equitable outcomes in promotions/compensation
- My company does not publish any of its data





LEAD and INFLUENCE *your* team and company

The role of data in supporting a DEI-
forward corporate strategy.

DEI's Legal Balancing Act

Discrimination and poor diversity management can pose human and economic costs in the form of:

EEO Complaints and Lawsuits (expensive)

Lost productivity, bad publicity, decline in company morale, and reduced revenue/profits

Future hiring/employee retention

Brand reputational issues



Polling Question:

The following best describes my relationships with my legal service providers:

- Carrot: I reward/incentivize my providers to meet the measurable DEI goals I set.
- Stick: I penalize my providers if they fail to meet the measurable DEI goals I set.
- PB&J: My providers and I set measurable goals together and collaborate on the efforts/action items necessary to achieve our stated goals.
- I haven't talked to my providers about DEI.



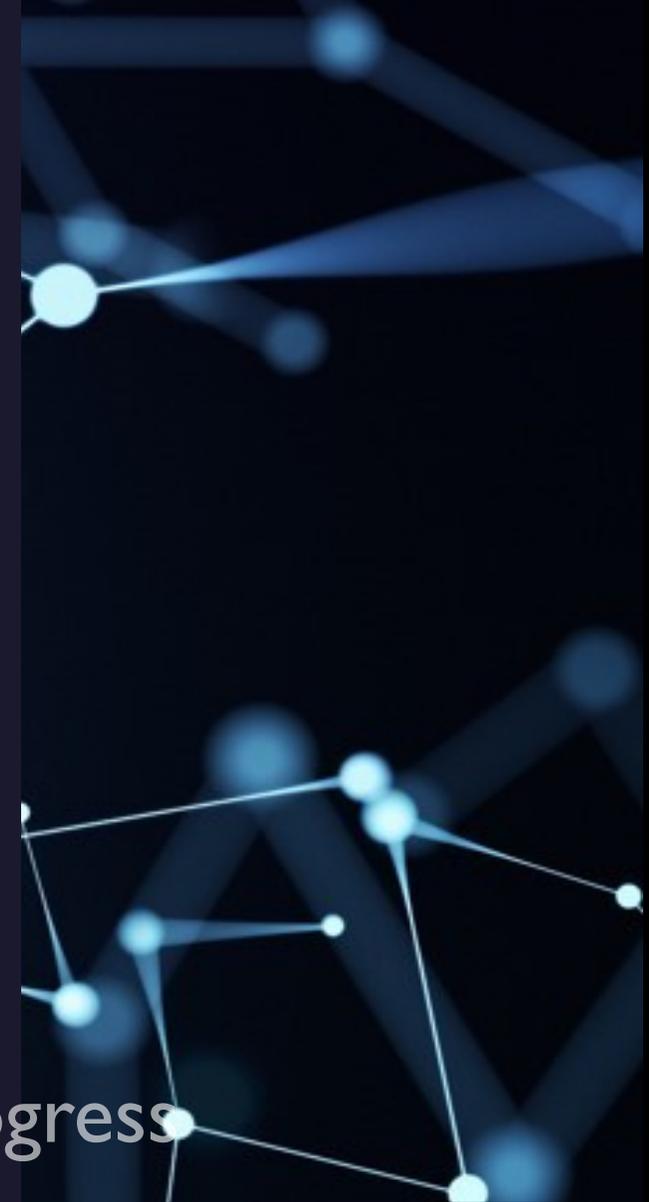
PARTNER with your ecosystem

Aligning with and leveraging your external partners and service providers.



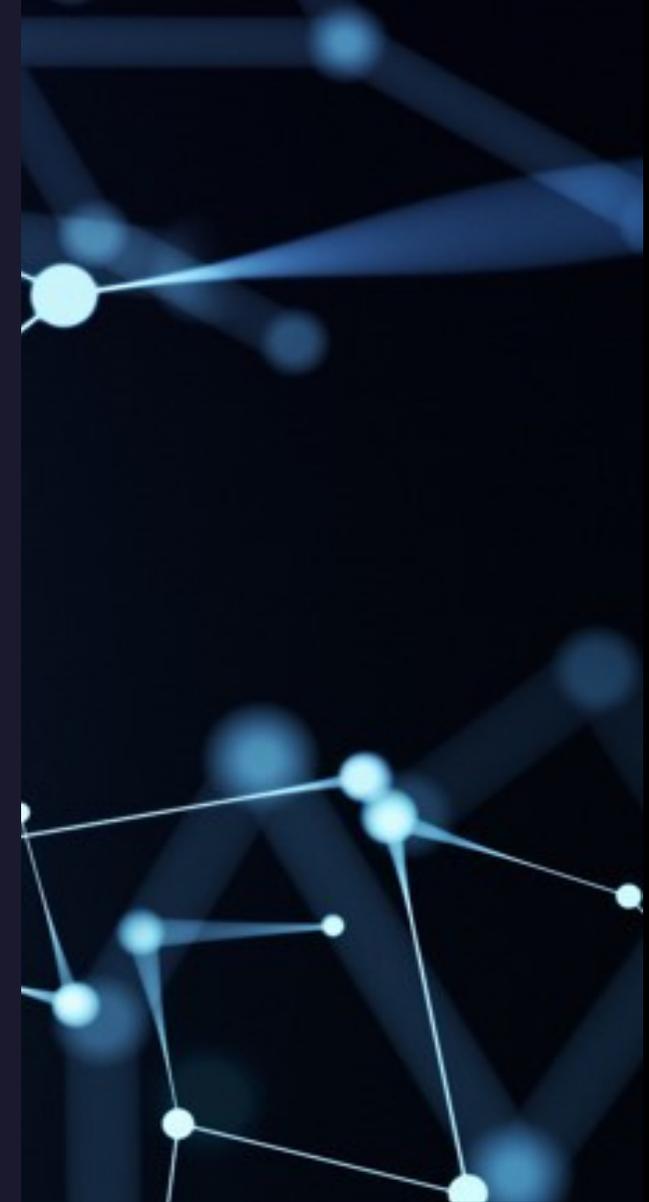
6 Key Steps to Metrics Based DEI Initiatives:

1. Audit – know your starting point
2. Assess the data and identify needs/concerns
3. Define measurable goals
4. Develop and Implement the plan
5. Identify stakeholder accountability to measure progress
6. Review outcomes and adjust



Don't Forget...

- Let the data drive the process
- There is no one size fits all approach to DEI
- Leaders must lead
- Educate and train the workforce
- Be ready to adapt
- Know your legal boundaries



Three tips on how to leverage data within your legal function:

TECHNOLOGY

- Invest in internal or outsourced technology to help manage, collate, automate and summarize key data to inform DEI strategy, policy, programs. Various software tools also assist with mandatory reporting, measuring against industry benchmarks, and identify vulnerabilities.

EDUCATION

- Identify key metrics so you identify DEI knowledge deficits and vulnerabilities and provide targeted education /training to leadership, departments, teams or individual employees. Keeping up with emerging social science research should drive .

LEGAL LENS

- Compliance is tied directly with data reporting. Data can also provide key insights and predictors to litigation vulnerabilities. Data can inform you on how to revise and Implement updated policies based industry or legal trends.



QUESTIONS?