

# DIVERSITY, EQUITY & INCLUSION BENCHMARK REPORT



**Kanarys**

# TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	3
DEI: A BUSINESS CASE FOR ACTION.....	8
ASSESSMENT OVERVIEW.....	10
ORGANIZATIONAL AGILITY & CAPACITY.....	15
INCLUSION & BELONGING.....	19
TALENT ACQUISITION.....	24
TALENT MANAGEMENT.....	28
SUPPLIER DIVERSITY.....	33
MARKETPLACE & COMMUNITY IMPACT.....	35
NEXT STEPS TOWARD PROGRESS.....	36
REPORT CONTRIBUTORS/ABOUT THE DRC & KANARYS.....	37
ACKNOWLEDGEMENTS.....	38
REFERENCES.....	39

Cover photo by Joseph Haubert

# EXECUTIVE SUMMARY

The Dallas Regional Chamber (DRC) has been a catalyst for economic growth and progress in the Dallas Region. In January 2021, the DRC launched a new, three-year strategic plan to guide its continuing role as the voice of business, with an expanded focus on making the region more inclusive and equitable for all. As part of this effort, the DRC partnered with Kanarys, a technology company that provides data and tools for organizations to create long-term systemic change around Diversity, Equity, and Inclusion (DEI) challenges, to conduct a diversity, equity, and inclusion benchmarking assessment to help DRC member organizations identify areas of opportunities and measure progress.

The assessment was sent to 398 DRC members with an active DEI contact, with 101 submitting responses. The survey asked questions across the following categories: Organizational Agility & Capacity, Inclusion & Belonging, Talent Acquisition, Talent Management, Supplier Diversity, and Marketplace & Community Impact.

This executive summary provides a high-level overview of the key findings that Kanarys identified as priority areas for all businesses in the Dallas Region. Readers are encouraged to refer to the full report for additional details, including action items to help the business community apply recommendations to their own organizations, and propel the shared goal of creating a more inclusive and equitable region for all. Note that any references to “Dallas Region” refers to Dallas, Denton, and Collin counties.

## ORGANIZATIONAL AGILITY & CAPACITY

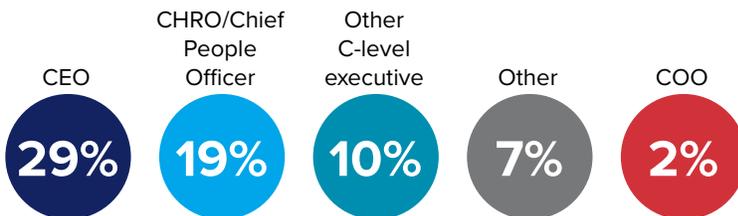
While a majority of survey participants already have DEI embedded into their organizational and leadership structure and strategy, one opportunity for businesses to consider is prioritizing the sourcing of Board candidates from organizations focused on Board diversity. Only 44% of the participants have measurable Board diversity goals and only 10% source Board candidates from Board diversity organizations.

Another critical area of opportunity is ensuring that the Chief Diversity Officer (CDO) or senior leader responsible for DEI is given a direct line to the CEO. While 68% of participants have a CDO or senior leader responsible for DEI, only 29% of their CDOs or senior leader responsible for DEI reports to the CEO, 19% report to the CHRO/Chief People Officer, 10% report to some other C-suite member, 7% report to some other leader, and 2% report to the COO. A best practice for DEI is to ensure that a company’s CDO/ senior DEI leader reports to the most senior manager possible — preferably the CEO.

Participants that have a Chief Diversity Officer or senior leader responsible for DEI



### CHIEF DIVERSITY OFFICER REPORTS TO



## INCLUSION & BELONGING

DEI efforts must start at the top of an organization. A significant majority of participants (85%) have DEI as a core value or organizational strategy, and 60% also have clearly defined metrics and goals to track progress, identify opportunities, and measure success. It is encouraging that many businesses in the Dallas Region have established specific DEI measurements already in place.

Further, 49% of organizations hold their leaders accountable for DEI goals in performance reviews, with 28% incentivizing leaders through compensation. Leadership accountability is critical and sends a clear message that DEI is an organizational priority.

### HOLD LEADERS ACCOUNTABLE FOR DEI GOALS:

in performance reviews

via compensation



The data is also encouraging around parental leave offerings, which helps reduce employee turnover rates, encourages productivity and innovation, and attracts talent. The Dallas Region is showing a high participation in offering paid parental leave. The Dallas Region is showing a higher participation in offering paid parental leave (i.e., 84% offer maternity leave, 70% offer paternity leave, and 66% offer adoption leave). Nationally, only 25% of employers offer paid parental leave to at least some employees for the birth or placement of a child.

Mental health services are an important consideration in a company’s DEI strategy and crucial to fostering a sense of inclusion and belonging in the workplace. In the aftermath of the COVID-19 pandemic, more employers are offering expanded mental health benefit offerings: 90% of companies in the Dallas Region now offer mental health counseling or other mental health benefits. Mental health is closely intertwined with DEI, as employees from diverse backgrounds — in particular — face stressors that can impact their mental health and psychological well-being in the workplace.

Lastly, employees are demanding more flexible work environments, and 80% of participants offer remote working environments, whether fully remote or a hybrid arrangement. While these arrangements vary across all sectors, it appears that a hybrid environment is becoming more of the norm. Employer flexibility on working arrangements helps to build a deeper culture of trust, which can positively impact the sense of inclusion and belonging for employees.

## TALENT ACQUISITION

Attracting and recruiting potential employees is a front-line opportunity for companies committed to diversity, equity, and inclusion. When asked about their recruiting policies and practices through a DEI lens, a majority of participants (60%) recruit from Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs) or both, and 57% require their recruiters to present a diverse slate of candidates. This is promising, as diverse slate policies are one of the most important talent acquisition strategies that require recruiters to start with a pool of diverse, qualified candidates.

However, there is low participation (34%) in listing salary ranges in job descriptions. Pay transparency needs to be made a part of business and recruiting strategies to achieve pay equity. Considering recent legislation across the United States addressing pay transparency, businesses are encouraged to be proactive and embrace this accelerating trend. Transparency means accountability which is attractive to talent and can move any organization further along in its DEI journey.

Another critical talent acquisition strategy to consider is establishing partnerships with talent pipeline organizations. In the Dallas Region, this includes groups such as Workforce Solutions, Paul Quinn College Corporate Work Program, Dallas ISD Pathways in Technology Early College High Schools (P-TECH), and INROADS. While 57% of the participants already partner with one or more of these organizations, this percentage should hopefully increase over time as recruiters work to improve on their policies and practices through a DEI lens.

In addition to the recruiting process, the candidate interview process needs to be evaluated as well. The assessment showed that most participants have various policies and practices in place to minimize bias and ensure a fair and equitable evaluation process. For example, 42% require a diverse interviewer panel, 59% require standard interview questions that reduce interviewer bias, 69% have clearly defined competencies to fairly evaluate candidates fairly; and 64% review job descriptions for bias and gender-specific language.

photo by Visit Dallas



## TALENT MANAGEMENT

An organization’s policies and practices to maintain employee satisfaction and keep turnover rates low are critical. Participants were assessed on their pay equity practices, DEI training offerings, mentorship/sponsorship programs, and career development opportunities. The data shows that 79% of participants offer DEI training for specific groups of employees, e.g., senior leaders, hiring managers, or recruiters. However, Dallas Regional companies need to prioritize pay equity initiatives and expand on their career development opportunities.

With respect to pay equity, the U.S. Census shows that women earn an average of 74.3% of male counterparts in Dallas County, 67.6% in Denton County; and 63.6% in Collin County. These are lower than the national average of 82%. To address pay equity, organizations need to have audit practices in place to identify and address pay disparities. Fifty-four percent of the participants indicated they have pay disparity audit practices in place. However, the data indicates that only 47% of the participants have pay equity initiatives in place to close gaps based on specific demographics. For example, 39% have pay equity initiatives based on race and 35% have pay equity initiatives based on gender.



photo by Joseph Haubert

Enhancing career development opportunities for diverse talent is also key. While most organizations have formal mentorship programs in place for their diverse employee groups, only 18% have formal sponsorship programs. Successful sponsorship programs do more than just mentor and share experiences and knowledge; they expand the employee’s visibility within the organization. Sponsors actively involve the employee in the career development and advancement pipeline.



Have formal sponsorship programs

Two other practices to consider are succession planning and stay interviews. Today, a succession plan needs to support the next generation of diverse leaders, but only 41% of participants have a succession plan in place that ensures the increase of diverse group representation in management positions. Businesses are encouraged to reevaluate or institute succession plans with a sharper DEI lens. And while only 33% of participants conduct stay interviews businesses are encouraged to consider these as an opportunity to provide an environment of trust and empathy. Effective stay interviews help leaders collect feedback on strengths and weaknesses within the organization, which can potentially help with employee retention.

## SUPPLIER DIVERSITY

A company's commitment to DEI should extend to the procurement process for key third-party vendors and suppliers. Forty-six percent of the participants have a supplier diversity program in place. While this is encouraging, programs must include more granular tracking of diverse spending and specific goals to help accelerate progress in the community.

Establishing a spending goal — whether in dollar amounts or percentage amounts — will help elevate supplier diversity programs. Only 14% of participants have dollar amount goals and 23% have percentage goals. In addition, requiring Tier 1 vendors/suppliers to also track their spending with diverse suppliers is another way to implement granular tracking. Simply put, supplier diversity tracking will help organizations draw insight needed to optimize its organizational spending and improve its diverse procurement efforts.

### SPENDING GOALS



## MARKETPLACE & COMMUNITY IMPACT

More and more investors are demanding that organizations — particularly public companies — prioritize their roles as good corporate citizens and partners in the global community. Organizations need to ensure their Environmental, Social, & Governance (ESG) strategy and reporting is robust with DEI embedded as a core component. The assessment found that 53% of participants already have their corporate ESG strategy tied to their DEI strategy and 79% have made statements — internal and public — in response to social justice issues. The goal is to increase the number of businesses with DEI strategies included as part of their overall ESG strategy.

## CONCLUSION

Evidenced in this Executive Summary and throughout the full report, members of the business community in the Dallas Region have embraced the importance of DEI as a business and community imperative. However, gaps still exist and many opportunities remain to further invest in DEI efforts to advance the shared goal of making the Dallas Region more inclusive, equitable and open for all. The moral case for doing so is unassailable, and the business case is compelling: over thirty years of research has shown that organizations that value DEI are simply stronger than those that do not. DEI programs are essential to building engaged and committed employees — they also improve the business's financial performance over time. Please continue to read the full report, which identifies and expands on specific DEI “action items” and recommendations for some businesses to prioritize.

# DEI: A BUSINESS CASE FOR ACTION

There is a clear and well-established business case for diversity, equity, and inclusion (DEI) in the workplace. For 30-plus years, studies have shown that DEI is the right thing to do for employees and customers — it's also equally good for the bottom line. Most recently, McKinsey & Company released its third report — [Diversity Wins: How Inclusion Matters](#) — in a series about the business case for diversity which shows that not only does the business case remain strong, there is correlation between diversity on executive leadership teams and the likelihood of financial outperformance over time. Research has shown there is a statistical significance of having gender and race-based diversity leading to better financial performance.<sup>1</sup> In addition to increased financial performance, having a DEI strategy encourages innovation, attracts new and diverse talent, and fosters improved team performance.<sup>2</sup>

Decades of research has proven that DEI plays a crucial role in business, but there is more work to be done so progress continues. The Dallas Regional Chamber (DRC) launched a [DEI initiative](#) and partnered with Kanarys to help member organizations in the Dallas Region benchmark, measure, and identify areas of opportunity across different sectors within our region's economy. This benchmarking report aims to highlight the many DEI opportunities the business community has to invest in — and expand on — in order to propel the Dallas Region to be more inclusive and equitable.

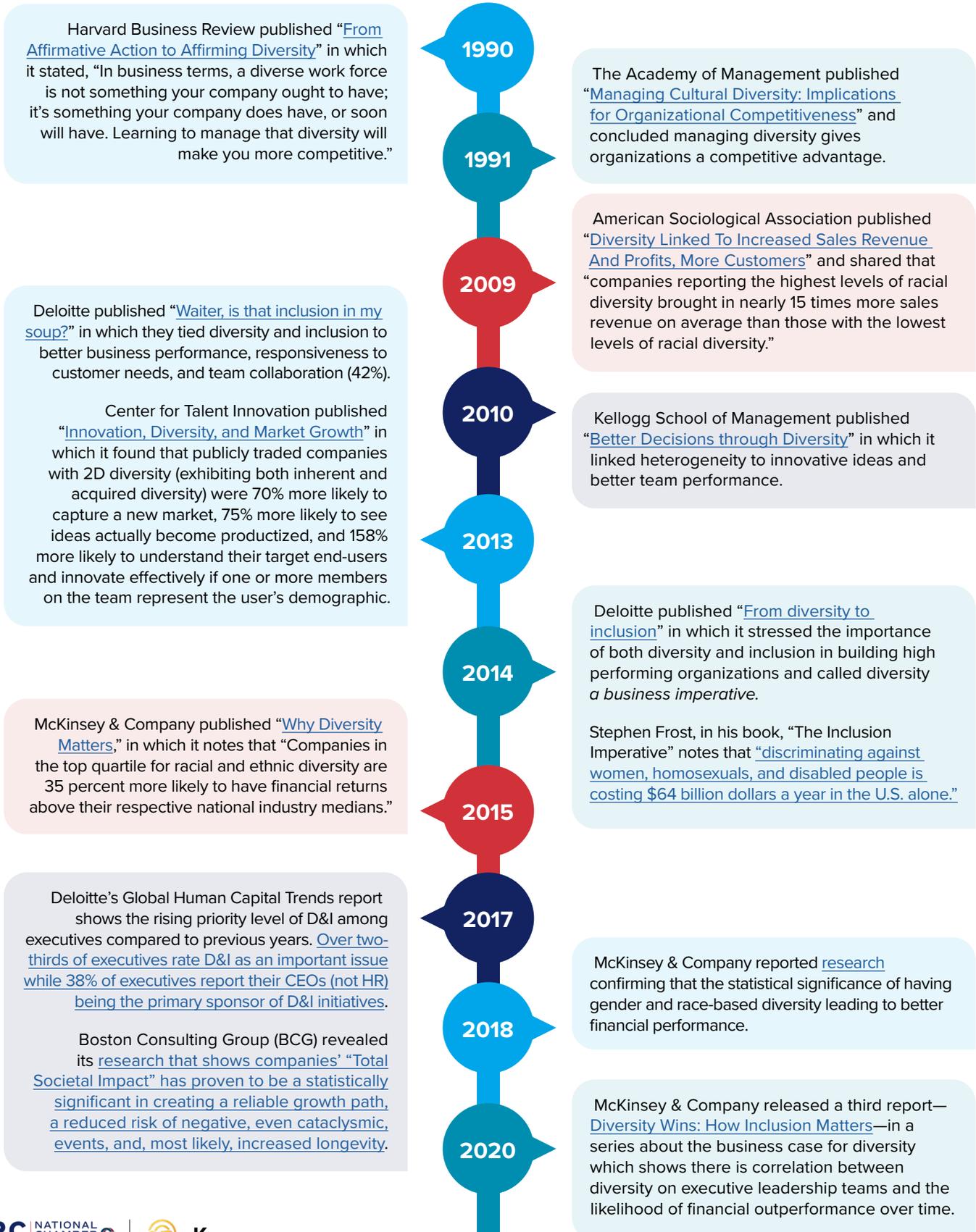
Ultimately, when you focus on DEI in your business, you are not only doing the right thing for your employees and customers, you are also positioning your business for success. After all, as mentioned above, there have been 30-plus years of research on DEI, and the business case is clear. Diversity makes companies more competitive, increases sales revenue, drives innovation, fosters better team performance, and much more.

“The Dallas economy is booming. We're attracting corporate relocations and starting new business at a high rate. But, none of that matters if we don't attract and retain the best talent. Workers have many options where they choose to live and work. Companies with diverse and inclusive leaders are the best companies to work for, and our aim is to help regional employers outcompete other cities to keep Dallas number one.”

**Jason Janning**  
Senior Vice President and General Manager  
Hilti



## 30+ YEARS OF RESEARCH



# ASSESSMENT OVERVIEW

The DRC and Kanarys partnered together to conduct a diversity, equity, and inclusion benchmarking assessment to help DRC member organizations identify areas of opportunities and measure progress. The assessment included 72 questions across the following categories: Organizational Agility & Capacity; Inclusion & Belonging; Talent Acquisition; Talent Management; Supplier Diversity; and Marketplace & Community Impact.

The assessment was open from November 2021 through January 2022 and was sent out to 398 DRC members who had an active DEI contact, with 101 submitting responses. Out of the 101 participants, 75 are for-profit organizations. The data for for-profit organizations is nearly identical to the aggregate percentages, so this report will be reporting in the aggregate, unless otherwise noted. This report will also share some best practices for organizations in the Dallas Region to consider.

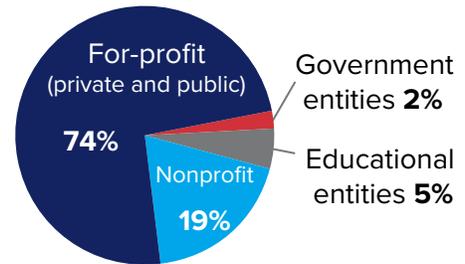
Note that for purposes of this report, all references to “Dallas Region” includes Dallas, Denton, and Collin counties.

## PARTICIPANT DEMOGRAPHICS

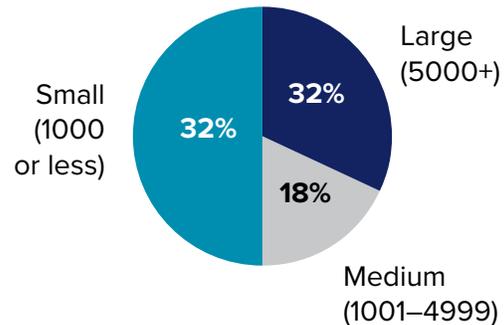
### INDUSTRY SECTORS

Professional Services	32%
Banking and Financial	13%
Nonprofit & Philanthropy	12%
Real Estate & Construction	9%
Technology	7%
Education	6%
Other	5%
Healthcare	5%
Media	4%
Entertainment & Hospitality	4%
Retail	3%

### EMPLOYER TYPE



### EMPLOYER SIZE



## DALLAS REGION DEMOGRAPHICS

In 2018, the Urban Institute released a report ([Inclusive Recovery in US Cities](#)) evaluating 274 of the largest U.S. cities and measuring their economic, racial, and overall inclusion across the past four decades. The City of Dallas ranked 272 on overall inclusion, 270 on economic inclusion, and 246 on racial inclusion.<sup>3</sup> The goal was to show and track these US cities' progress (or lack thereof) in their residents of color's ability to contribute to and benefit from economic prosperity by looking at racial segregation, racial gaps in homeownership, poverty and educational attainment, and the share of the city's population who are people of color.

**OF 274 OF THE LARGEST U.S. CITIES, DALLAS RANKS:**



Further, from 1980 to 2016, the report shows the City of Dallas saw a 27% growth in the share of people of color, but the racial poverty and education gaps remained nearly constant throughout this period. While these numbers focus on the City of Dallas, the goal is to see all businesses in the Dallas Region work to accelerate progress to ensure these workplaces are more inclusive and equitable, which will have a ripple effect in the community.

Moreover, in July 2022, a CNBC study found while Texas is the fifth-best state in the country for business, thanks to its workforce, innovation, and economy, it ranked low on inclusive policies. The report called out Texas for being the second-worst in the nation for life, health, and inclusion. For example, Texas has the highest percentage of residents without health insurance and many Texans have limited child care options. In addition, Texas is one of five states without anti-discrimination laws protecting non-disabled people.<sup>4</sup>

The following is an overview of demographics about the Dallas Region available from the U.S. Census, as well as from SEC filings on board diversity data that were made public from some participants. Please refer to the U.S. Census for definitions of [Black](#), [Asian](#), [White](#), and [Hispanic](#).

### **BOARD DIVERSITY DATA FOR NASDAQ-LISTED COMPANIES**

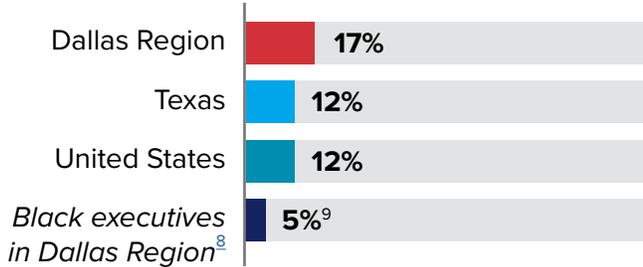
*The SEC recently approved a new Board diversity rule which now require Nasdaq-listed companies to have — or explain why they do not have — diverse Board members and to publicly disclose Board diversity data every year.<sup>5</sup> This rule was enacted just recently in August 2021 but the percentage of Russell 3000 and S&P 500 companies disclosing their board racial and ethnic data more than doubled between January 2021 and September 2021.<sup>6</sup>*

DEMOGRAPHICS

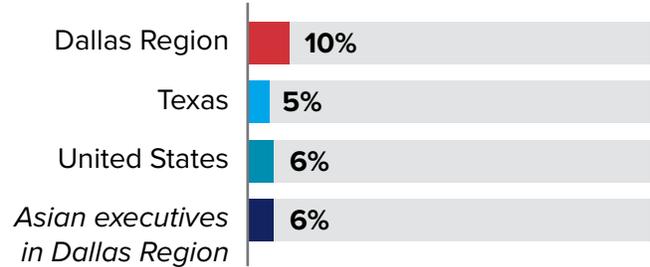
RACIAL COMPOSITION OF DALLAS REGION, TEXAS, AND UNITED STATES

U.S. CENSUS<sup>7</sup>

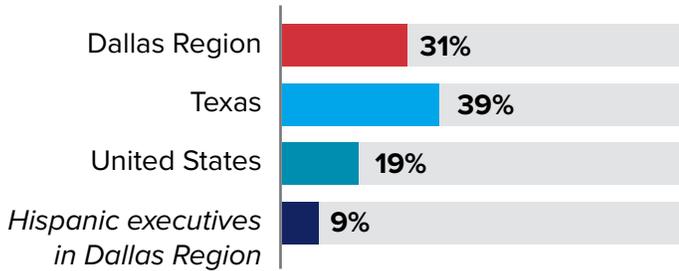
BLACK



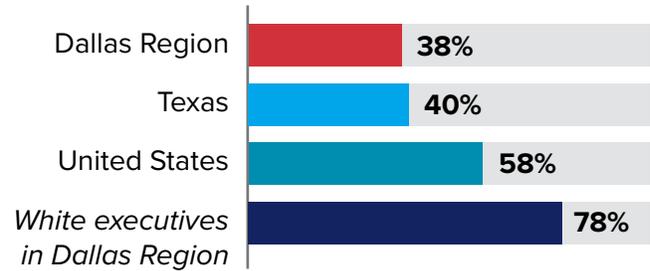
ASIAN



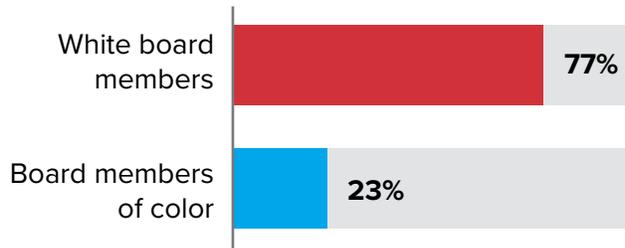
HISPANIC



WHITE



PARTICIPANT SEC FILINGS



NON-WHITE EXECUTIVES OR BOARD MEMBERS IN DALLAS REGION

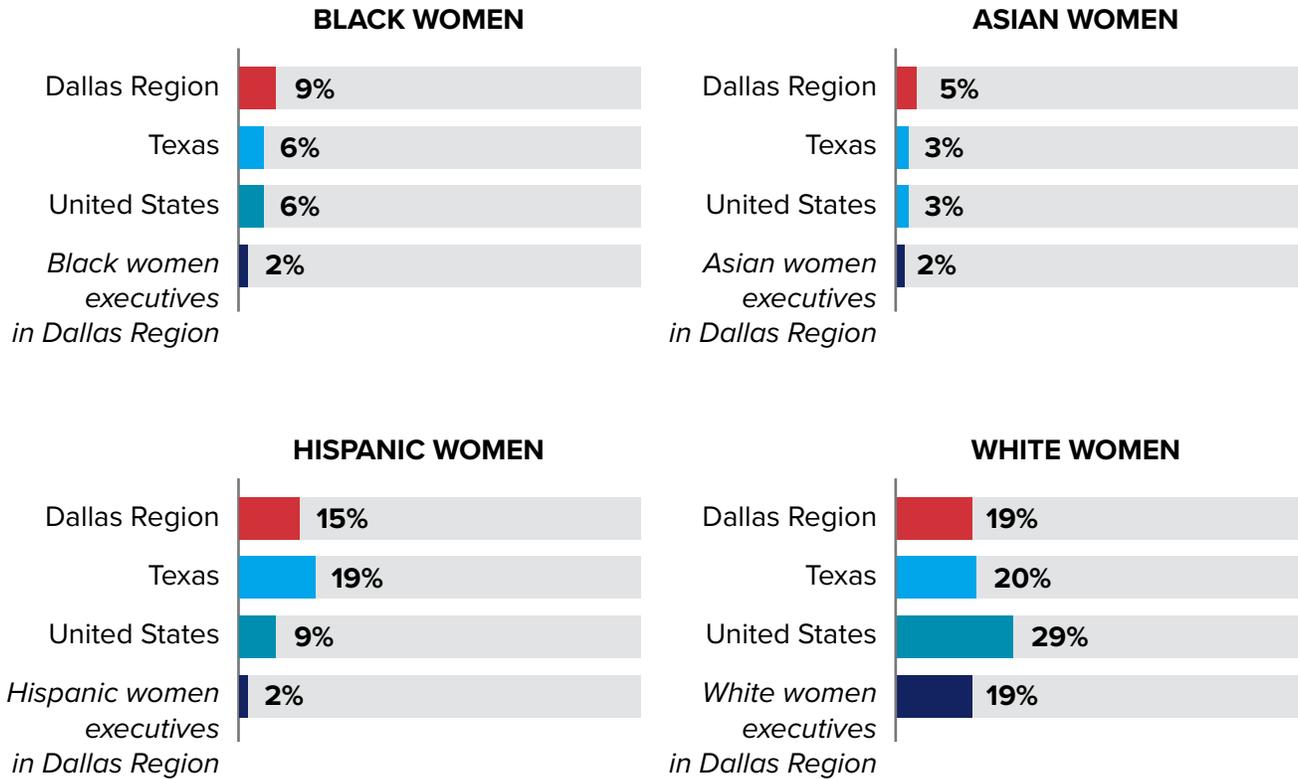
As the above data shows, the percentage of Black, Asian, and Hispanic executives in the Dallas Region is extremely small when compared to the general workforce. For example, there are only 5% of Black executives in the Dallas Region while the Black workforce in the Dallas Region is 17%. Similarly, there are only 9% of Hispanic executives in the Dallas Region while the Hispanic workforce in the Dallas Region is 31%. And there are 6% Asian executives in the Dallas Region while the Asian workforce is 10%.

With regard to Board seats, the Dallas Region is showing 23% non-White Board members of color (as determined from participant SEC filings) — this is slightly more than the national average for Fortune 100 and 500 companies. In 2020, slightly more than 20% of Board seats in Fortune 100 were held by Black, Asian, and Hispanic members<sup>9</sup> and almost 18% of Board seats in Fortune 500 companies were held by Black, Asian, and Hispanic members.<sup>10</sup>

DEMOGRAPHICS

GENDER COMPOSITION OF DALLAS REGION, TEXAS, AND UNITED STATES

U.S. CENSUS



The gender composition is generally 50% women and 50% men in the United States, the State of Texas and in the Dallas Region.

PARTICIPANT SEC FILINGS



Women Board members

### WOMEN EXECUTIVES AND BOARD MEMBERS IN THE DALLAS REGION

As with the racial gap discussed above, the Dallas Region is showing a wide gap between the number of women in the workforce and the number of women executives who are Black, Asian, or Hispanic. For example, 9% of the workforce population in the Dallas Region are Black women, yet only 2% of executives in the region are Black women.

Nationally, women make up nearly 25% of Board positions, sitting right at 23.9% as of 2022.<sup>11</sup> Considering other countries' percentages, US companies are performing near the middle of the group. On the higher end, France sits at 43.2%, Norway currently holds 42.4%, and Italy's percentage is at 36.6%.<sup>12</sup> These countries have benefitted from earlier gender parity initiatives.<sup>13</sup> Near the lower end of percentages, South Korea, Kuwait, Saudi Arabia, and Qatar each have under 5% of women in Board positions.<sup>14</sup>

“Moving from commitment to intentional DEI actions will create innovation for Dallas — advancing policy and philanthropic initiatives, creating economic upward mobility for our underrepresented communities.”



**Maryanne Piña-Frodsham**  
CEO  
CMP

### ACTION ITEM



Organizations need to work hard to close the racial and gender gaps in the Dallas Region. One of the steps in this process is to disclose data for transparency purposes. For example, it is a best practice to publicly disclose EEO-1 reports.

## ORGANIZATIONAL AGILITY & CAPACITY

The benchmarking report assessed organizational agility and capacity of survey participants by evaluating DEI structure at the leadership level and budgeting for DEI-related activities. While the data shows a majority of the participants have DEI embedded into their structure and strategy, there are areas of opportunity to do more.

### SETTING CLEAR GOALS AND METRICS AND HAVING A DEDICATED DEI TEAM IS INTEGRAL TO DEI SUCCESS

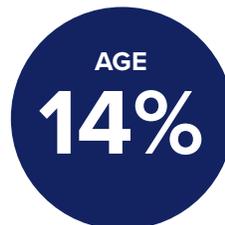
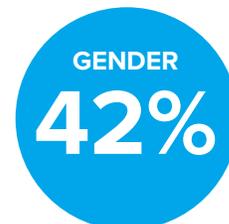
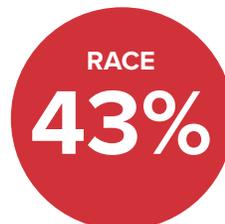
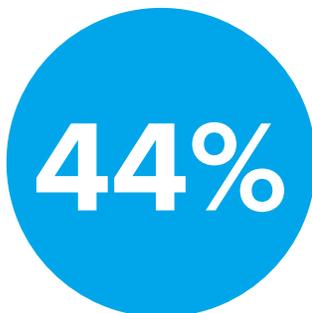
Organizations with clearly defined metrics and goals and a dedicated DEI department or team implemented in their overall DEI strategy will achieve greater success and progress in their DEI journey, which in turn will generally give rise to many organizational benefits such as, for example, better employee retention and increased innovation.

### BOARD DIVERSITY

The goal of Board diversity is to cultivate a wide range of demographic factors in the boardroom. Strong corporate Boards depend on diversity and a variety of perspectives that are critical in helping the organization navigate through change and progress. It is a best practice to include measurable Board diversity goals in your DEI strategy, whether by race, gender, age, and other demographics. By having goals, your organization can set a clearer strategy for your Board member make-up. The assessment found that 44% of the participants already have measurable Board diversity goals — this is promising to see.

#### DEMOGRAPHICS MEASURED BY PARTICIPANTS

Participants that have measurable Board diversity goals



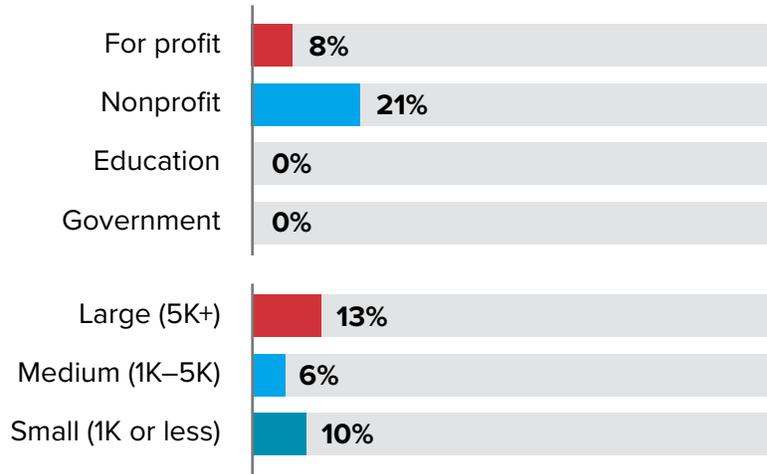
## BOARD DIVERSITY ORGANIZATIONS

While many of the participants already have DEI strategies embedded into their organization, one particular opportunity for employers to consider and prioritize is to source Board candidates from organizations focused on Board diversity. In addition to Board diversity organizations, recruiters may consider working with and making connections with ethnic chambers, for instance, to find candidates with diverse backgrounds and experience. Another way to strengthen your organization’s Board diversity is to reshape or restructure your Board to make room for new, additional Board members from underrepresented groups. Overall, considering non-traditional resources for recruiting and networking will help accelerate leadership diversity in the Dallas Region.

Participants that source Board candidates from Board diversity organizations



### TYPES OF PARTICIPANTS THAT SOURCE BOARD CANDIDATES FROM BOARD DIVERSITY ORGANIZATIONS



### BOARD DIVERSITY ORGANIZATIONS USED



*Note that these percentages refer to the 10% of participants who indicated they source their Board candidates from Board diversity organizations.*

“The term DEI may be new, but the concept isn’t. What is new, is the level of attention, support, and insistence on accountability this area is garnering. By measuring our progress in DEI, we’re holding ourselves accountable for results and making strides toward improving both our workplace and our communities.”

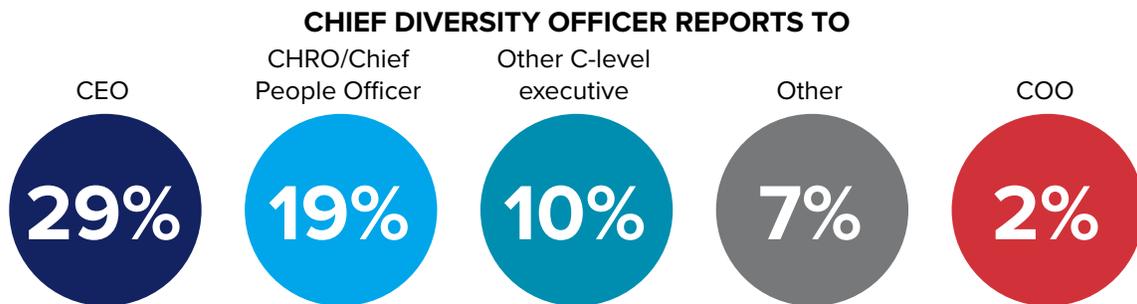
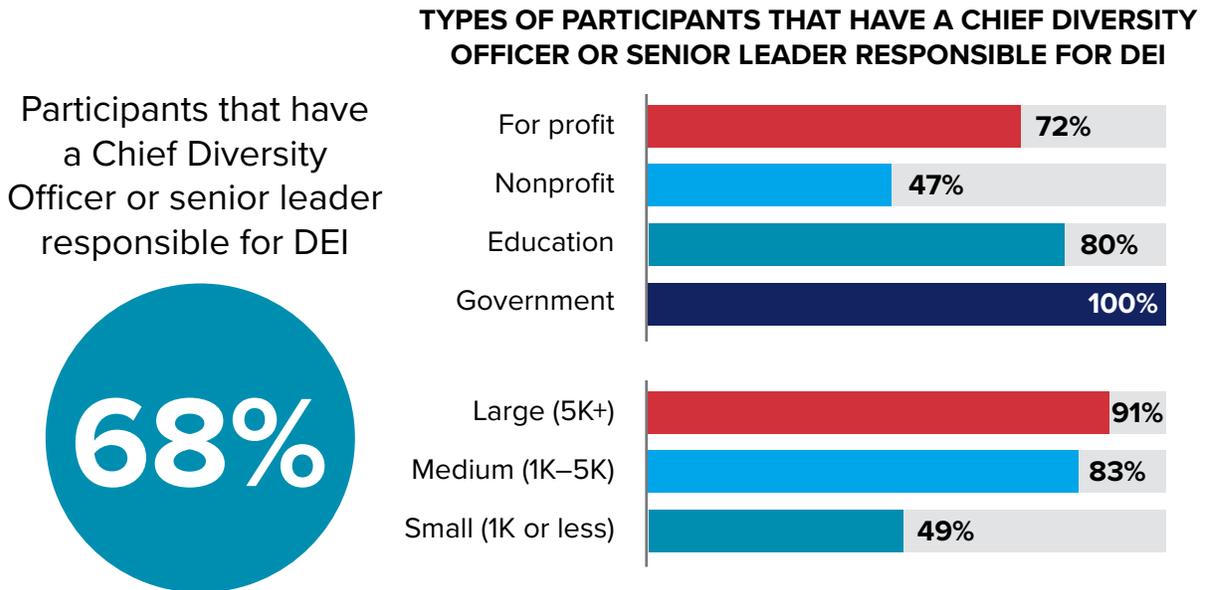
**Tim Dismond**  
Chief Responsibility Officer  
CBRE



## CHIEF DIVERSITY OFFICERS, SENIOR LEADERSHIP & DEI DEPARTMENTS

The primary role of a Chief Diversity Officer (CDO) or senior leader responsible for DEI is to ensure the organization’s culture and strategy has DEI embedded into it. These leaders are held accountable for compliance, education, and advocacy within the organization — not an easy task. For a work culture to change, these leaders can help accelerate this change as long as they have the full support and resources needed.

In addition to ensuring your organization has leaders tasked with being responsible and accountable for DEI efforts, another critical area of opportunity to ensure that these leaders are given a direct line to the CEO. While 68% of participants have a CDO or senior leader responsible for DEI, only 29% of their CDOs or senior leaders responsible for DEI report to the CEO. A best practice for DEI is to ensure that a company’s CDO/senior DEI leader reports to the most senior manager possible — preferably the CEO.

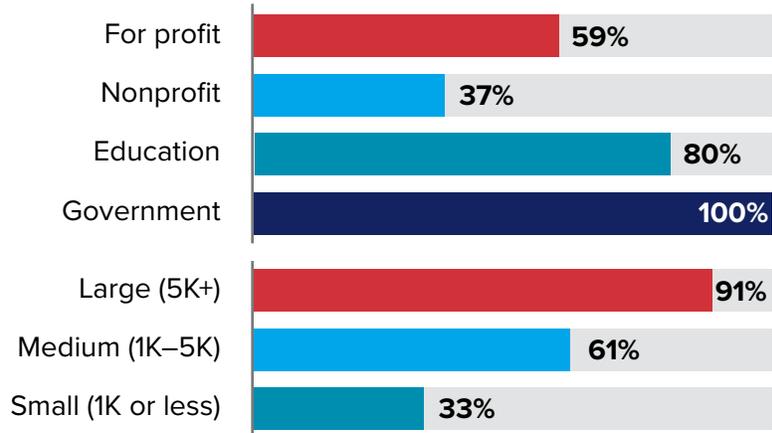


**ORGANIZATIONAL AGILITY & CAPACITY**

Participants that have a dedicated DEI department or team



**TYPES OF PARTICIPANTS THAT HAVE A DEDICATED DEI DEPARTMENT OR TEAM**



**NUMBER OF PEOPLE IN DEI DEPARTMENT OR TEAM**

Out of the 56% surveyed with dedicated DEI departments, approximately 30% have teams of 2–6 employees.

**BUDGETING FOR DEI AND AFFINITY GROUPS**

Leadership isn't everything. DEI teams/departments need an allocated budget, so they can have the proper resources to implement their initiatives. These budgets would, for example, fund salaries, affinity groups, employee resource groups (ERGs), and/or business resource groups (BRGs). There was a wide variety of budgets for DEI initiatives among survey participants, ranging from less than \$50,000 to more than \$1,000,000. There was also a wide range of affinity, ERG, and BRG budgets from less than \$1,000 to more than \$50,000. The size of the organization didn't directly correlate to a larger DEI budget since some large organizations had a budget less than \$50,000 for their overall DEI initiatives and \$1,000 for their affinity, ERG, and BRG groups.

**ACTION ITEMS FOR ORGANIZATIONAL AGILITY & CAPACITY**



Set clear, measurable DEI goals and metrics to track areas of opportunity and progress



Expand on recruiting resources and non-traditional strategies for sourcing diverse talent, including Board members; consider partnering with Board diversity organizations for Board candidate recruiting



Have a dedicated DEI team or DEI leader that reports to senior management, preferably the CEO

# INCLUSION & BELONGING

Many of the survey participants indicated that DEI is publicly stated as a core value or mission of their business.

DEI is publicly stated as a core value or organizational priority



Have DEI as a strategy with clearly defined metrics and goals



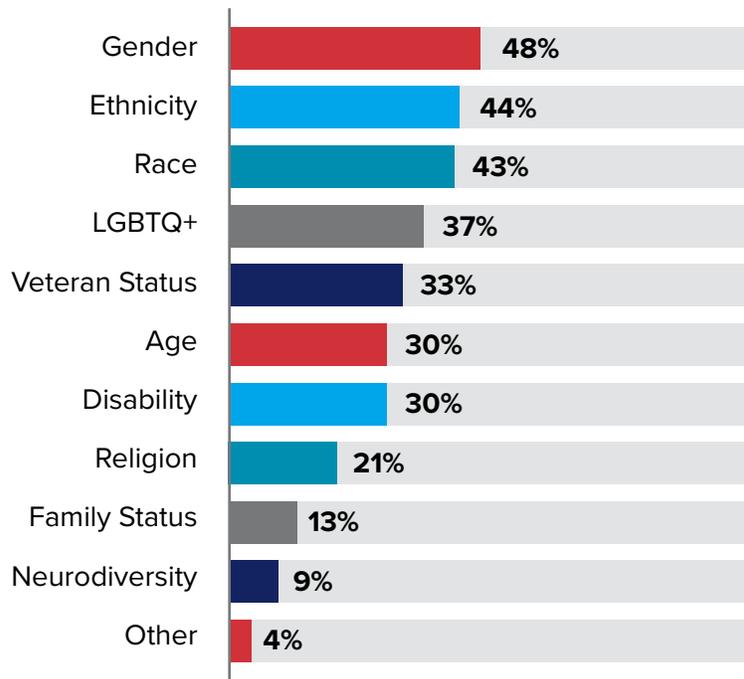
Publicly report on DEI efforts



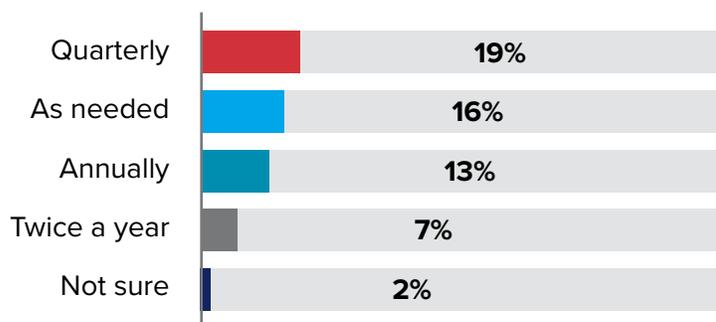
Have gender neutral dress code policy



## ASPECTS OF DIVERSITY ADDRESSED IN DEI STRATEGY<sup>15</sup>



## HOW OFTEN DEI STRATEGY IS REVIEWED<sup>16</sup>



## LEADERSHIP ACCOUNTABILITY IS KEY TO DEI SUCCESS

Leadership accountability on DEI is crucial because if no one is held accountable for results, there is little incentive to do the work. Accountability shows DEI initiatives are a priority from the top down. In addition, if an organization has a dedicated DEI leader or department it will lead to more support and buy-in from leaders who are held accountable.

### HOLD LEADERS ACCOUNTABLE FOR DEI GOALS:<sup>17</sup>

in performance reviews

via compensation



“A&M-Commerce is committed to measuring what we value. We embrace our role in leading a progressive diversity, equity, and inclusion (DEI) agenda, and we advance our community and A&M System priorities for DEI by annually benchmarking and measuring strategies focused on realizing the university’s goals for inclusive excellence as expressed in the [Strategic Plan](#). Our mission is to develop and implement high-impact, best-practice strategies that capitalize on the advantages afforded by our diverse community, supporting the success of all university members.”

**Dr. Cephias Archie**  
Vice President for Inclusion  
Texas A&M University-Commerce



“Options Clearing Corporation (OCC) recognizes DEI as one of our six values and appreciates that diversity encompasses people of different backgrounds, identities, and experiences. As the world’s largest equity derivatives clearing organization, we must have a solid footing for our DEI efforts to drive innovation and to build trust in the marketplaces we serve and within our workplace. DEI matters not just because it is the right thing to do, it is important to evolve our culture of inclusion and belonging, to advance the representation of our workforce equitably, and to invest in the communities where we live and work.”



**Mike Hansen**  
Executive Director, Market Operations  
OCC

## BEST PLACE FOR WORKING PARENTS DALLAS INITIATIVE

The DRC recently launched the [2022 Best Place for Working Parents® Dallas](#) initiative in partnership with PNC Bank. The initiative works to recognize family-friendly workplaces in the Dallas Region and aims to raise awareness of the importance of family-friendly benefits and policies for employers.



Employers can take the brief online self-assessment and receive a digital Best Place for Working Parents® designation if their policies are family-friendly. About half of the participants (52%) of this benchmarking survey indicated they were familiar with this with designation. To learn more and take the self-assessment, please read [here](#).

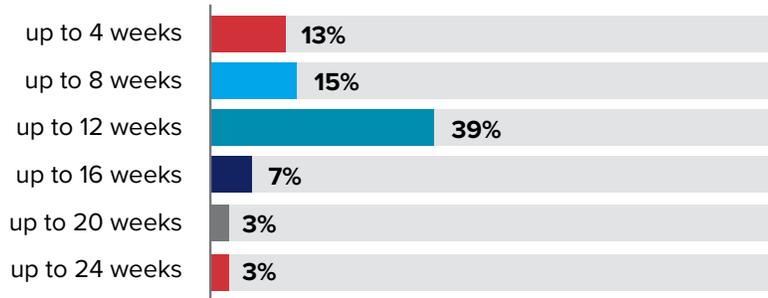
## PARENTAL LEAVE

Participants were also asked about their parental leave offerings, which are important to ensuring employees who are caretakers feel respected and included. The Dallas Region is showing a high participation in offering paid parental leave (i.e., 84% offer maternity leave, 70% offer paternity leave, and 66% offer adoption leave). A recent study of employers in the U.S. and their benefits found that overall 25% of them offer paid parental leave to a least some employees for the birth or placement of a child.<sup>18</sup>

Participants that offer paid maternity leave



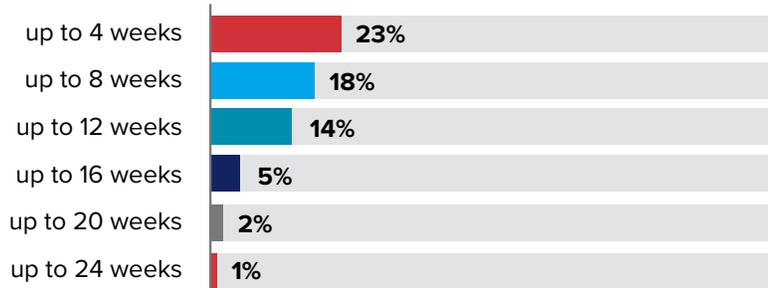
### NUMBER OF WEEKS OF MATERNITY LEAVE



Participants that offer paid paternity leave



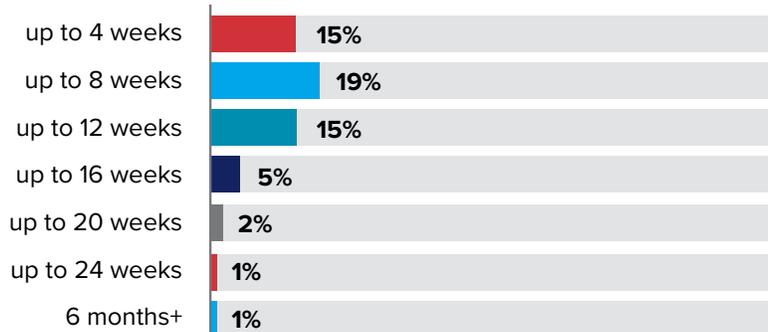
### NUMBER OF WEEKS OF PATERNITY LEAVE



Participants that offer paid adoptive leave



### NUMBER OF WEEKS OF ADOPTIVE LEAVE



## MENTAL HEALTH BENEFITS

A majority — 90% — of the participants provide mental health counseling or other mental health benefits to employees. The Dallas Region is prioritizing mental health services, especially after a tumultuous couple of years.

Participants that offer mental health counseling or other mental health benefits



Recent research shows while 80% of employers recognize that mental health is a concern, there is a disconnect between their recognition and the actual support from leaders as well as the availability of mental health resources.<sup>19</sup> Even as more organizations work to make these resources available, the Kaiser Family Foundation's [2021 Employer Health Benefits Survey](#) said only about 39% of employers updated their overall health plans since the start of the COVID-19 pandemic to expand access to mental health services.

The degree to which organizations are making changes in their mental health service offerings will vary, but it is critical employers expand provider networks and increase out-of-network coverage so these services are more affordable.<sup>20</sup>

“It is imperative organizations support mental health initiatives for those who came from zip codes that were impacted by institutional poverty, such as redlining. Without that, equity cannot be expected.”

Jorge Baldor  
Founder

Latino Center for Leadership Development



## REMOTE WORK

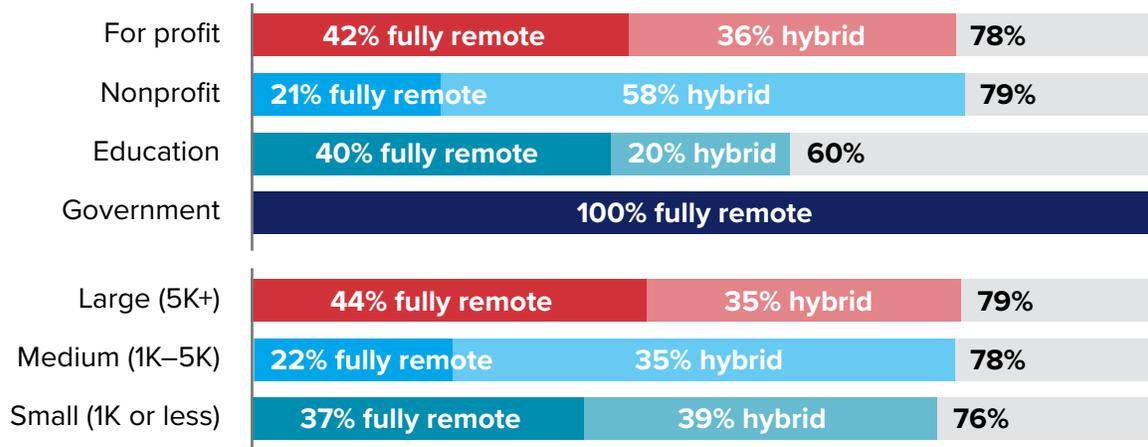
A 2021 survey shows (i) 52% of companies intend to have a hybrid arrangement for work. Some employees remain remote and some return to the office in-person and (ii) 24% of companies will allow employees who currently work remotely to remain remote.<sup>21</sup> Some form of a hybrid-working environment is the new normal, but employees and employers are still working out these arrangements to determine the best way to retain corporate culture.<sup>22</sup>

Participants that allow employees to work remotely



It is great to see a majority — 80% — of the survey participants offer some form of a hybrid work arrangement. The hybrid and remote work environment give employees the flexibility and productivity they seek in order to succeed in the workplace. Further, it may work to help eliminate bias based on race, gender, nationality, and ability since some employees feel safer in a remote/hybrid environment. Remote work also removes location barriers for candidates who are otherwise qualified and able to do the job. The assessment shows the Dallas Region offers the following flexible work arrangements:

### PARTICIPANTS WHO SUPPORT A FULLY REMOTE AND/OR HYBRID WORK ENVIRONMENT



### ACTION ITEMS FOR INCLUSION & BELONGING



Hold leaders accountable for DEI goals in performance reviews and compensation



Be transparent on DEI efforts and publicly report on these efforts



Take the Best Place for Working Parents self-assessment to determine if your policies are family-friendly



Offer flexible work hours and schedules



Expand provider networks and increase out-of-network coverage so services are more affordable

# TALENT ACQUISITION

Participants were asked about their recruiting practices with a DEI lens. Some of these practices include ensuring there is pay transparency by, for example, listing compensation ranges in job descriptions, establishing goals for external hires from different demographic groups, and establishing an interview process that includes a diverse panel of interviewers. When it comes to pay transparency, it is important to be aware of recent legislation around disclosing pay ranges in job descriptions.<sup>23</sup> This is aimed to address the harmful effects of salary secrecy on women and workers of color and to close the gender and racial equity pay gaps. More employers are disclosing salary ranges in job descriptions to attract more talent in today's tight job market.<sup>24</sup>

## RECRUITING

The recruiting cycle — and the people in control of recruiting decisions — must have processes and policies in place that attract a wide pool of talent. These may include, for example, listing salary ranges in job descriptions, recruiting from Historically Black Colleges or Universities (HBCUs) and Hispanic-Serving Institutes (HSIs), and having a diverse slate approach to recruiting.

Diverse slate hiring, for example, is one of the most important talent acquisition strategies, requiring recruiters to start with an already diverse pool of qualified candidates.<sup>25</sup> The [Harvard Business Review](#) published a study back in 2016 that found if there was only one woman or candidate of color in a pool of four potential job candidates, they statistically had no chance of being hired. However, when processes were created by adding just one more woman or candidate of color to the candidate pool, the hiring decision-makers actually considered hiring a woman or candidate of color. This is why diverse slate policies are important for organizations to implement as part of their talent acquisition process. Notably, a study published in the [Journal of Applied Psychology](#) found if a woman or person of color leads the recruiting committee, job applications from people of underrepresented backgrounds jump by 118%.<sup>26</sup>

“DEI is a foundational part of Lockheed Martin’s (LM) culture and contributes to our mission to solve complex challenges, advance scientific discovery, and deliver innovative solutions in support of our customers. At LM, we want all of our employees to feel comfortable sharing their different perspectives and experiences.

When team members bring their real selves into the workplace, we create stronger, more inclusive, and productive teams. This not only contributes to a culture of inclusion and helps us attract and retain top talent, but it allows us to deliver innovative, affordable solutions while always keeping our customer’s mission first.

Our approach to DEI reflects our core values of ‘Do What’s Right, Respect Others, and Perform with Excellence.’ We’re committed to creating and upholding a workplace in which DEI is a reality, not just an ideal. This ensures the LM team remains competitive in the market and ready for what tomorrow brings.”

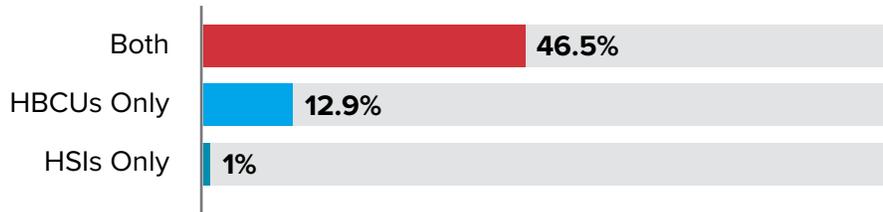
**Scott Greene**  
Executive Vice President, Missiles and Fire Control  
Lockheed Martin



**TALENT ACQUISITION**

The assessment asked participants about various recruiting policies and processes they have in place and the following shows how the Dallas Region is performing in their recruiting practices:

**PARTICIPANTS THAT RECRUIT FROM HBCUs, HSIs, OR BOTH**



Recruit from HBCUs or HSIs

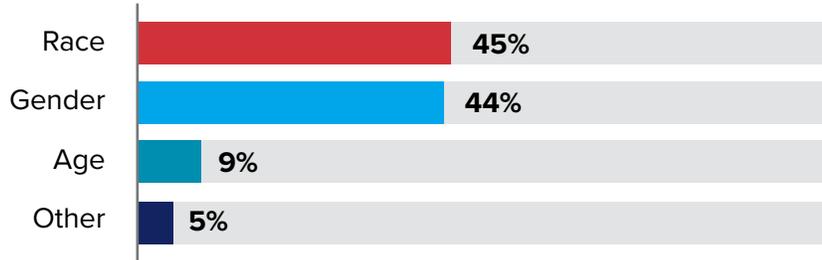


Require their recruiters to present a diverse slate of candidates<sup>27</sup>



**COMPOSITION OF DEMOGRAPHIC GOALS FOR EXTERNAL HIRES**

Have demographic goals for external hires



**PAY TRANSPARENCY**

Employers are still generally hesitant to share details about compensation philosophies to the broader organization, but 43% do so — this is an improvement over previous years.<sup>28</sup> Pay equity is harder to achieve when there is little to no transparency and lack of leadership support. These issues will persist until managers and leaders explain to their employees how pay is determined and wage ranges are disclosed in job descriptions. It is also critical to be aware of state and city legislations addressing pay transparency. This is an accelerating trend, so businesses will want to be proactive and ensure there is a pay transparency strategy on their 2022–2023 road map.

List compensation ranges on job descriptions



**TALENT ACQUISITION**

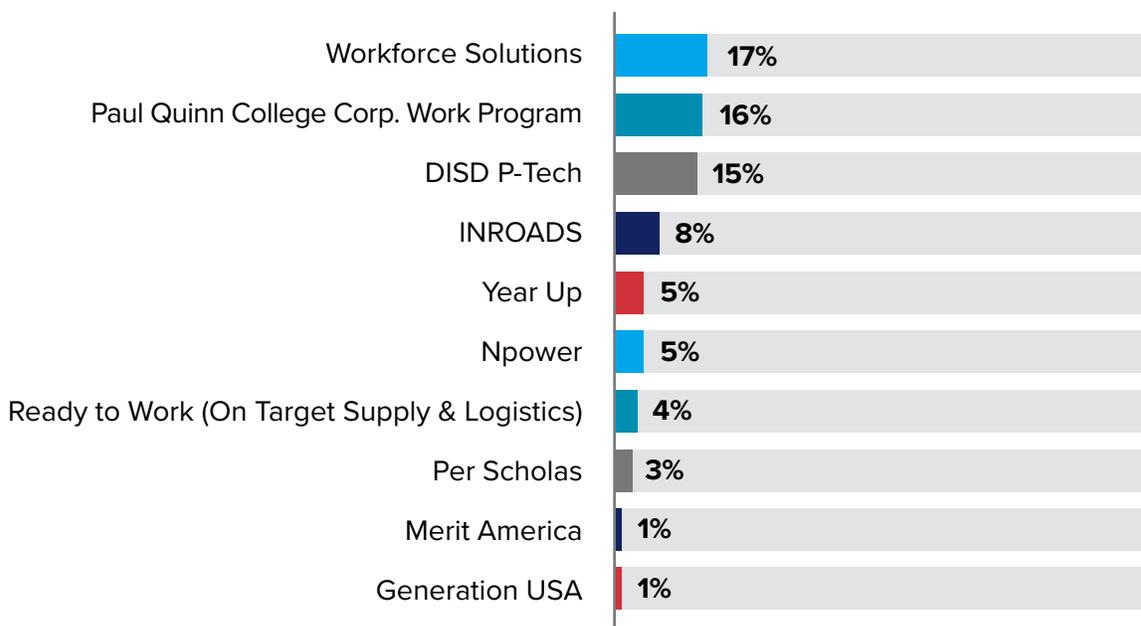
**TALENT PIPELINE ORGANIZATIONS**

Another critical talent acquisition strategy to consider is establishing partnerships with talent pipeline organizations in the Dallas Region such as Workforce Solutions, Paul Quinn College Corporate Work Program, Dallas ISD P-TECH, INROADS, Year Up, Npower, Ready to Work, Per Scholas, Merit America, and Generation USA. While 57% of the participants already partner with one or more of these organizations, this percentage should hopefully increase over time as recruiters review their policies and practices with a DEI lens.

Participants that have established talent pipeline partnerships<sup>29</sup>



**TALENT PIPELINE ORGANIZATIONS THAT PARTICIPANTS HAVE PARTNERED WITH**



“DEI matters to Target because our entire team rallies around one single purpose: To help all families discover the joy of everyday life. We leverage our purpose to champion a more inclusive society and that starts with our team. When our teams reflect our communities it has a direct and positive impact on guest, community, and supplier engagement as well.”



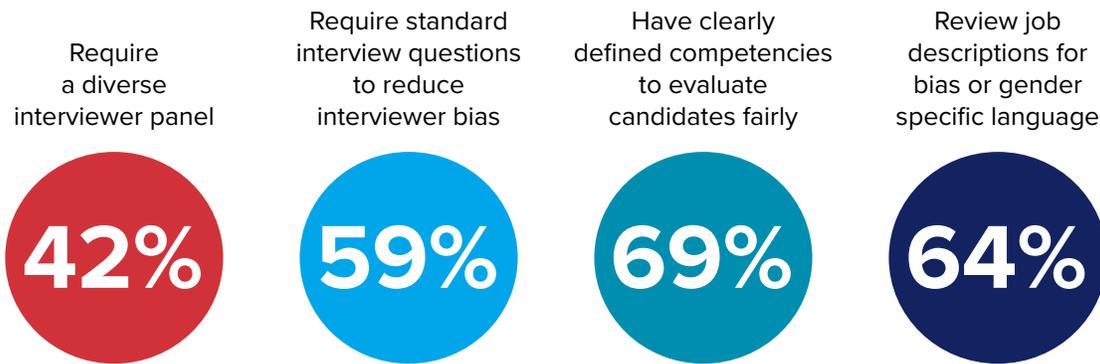
**Justin Burns**  
Senior Vice President  
Target

**TALENT ACQUISITION**

**INTERVIEWS**

During the recruiting process, it is important to review the interviewing strategy with a DEI lens. Traditional interview processes tend to be riddled with bias, which undermines a fair and equitable evaluation process. There are several practices businesses can incorporate into their interview strategies, such as requiring a diverse interviewer panel, asking standard interview questions to reduce bias, establishing clearly defined competencies for all candidates, and regularly reviewing job descriptions for bias and gender-specific language.

The assessment asked the participants whether they had any of these policies and practices in place for their interview processes, and the data shows most have incorporated some of them. One particular strategy to prioritize and consider is requiring a diverse interviewer panel during the interview process. Only 42% of participants have this policy in place.



**ACTION ITEMS FOR TALENT ACQUISITION**

- 

Achieve greater pay transparency by listing compensation ranges in job descriptions
- 

Set goals for external hires from different demographic groups
- 

Include a diverse panel of interviewers during interview process
- 

Consider partnering with talent pipeline organizations to attract diverse candidates in recruiting

# TALENT MANAGEMENT

Participants were assessed on their pay equity practices, DEI training offerings, mentorship/ sponsorship programs, and career development opportunities. These policies and practices are critical to maintain employee satisfaction and keep turnover rates low. The data shows 79% of participants offer DEI training for specific groups of employees, e.g., all employees, senior leaders, hiring managers, or recruiters. However, the Dallas Region needs to prioritize pay equity initiatives and expand their career development opportunities.

The U.S. Census shows women earn an average of 74.27% of male counterparts in Dallas County, 67.64% in Denton County, and 63.6% in Collin County. These are lower than the national average of 82%. To address pay equity, organizations need to have audit practices in place to identify pay disparities. Fifty-four percent of participants indicated they have pay disparity audit practices in place, but it can't end there. Business must work to close these gaps with long-needed change.

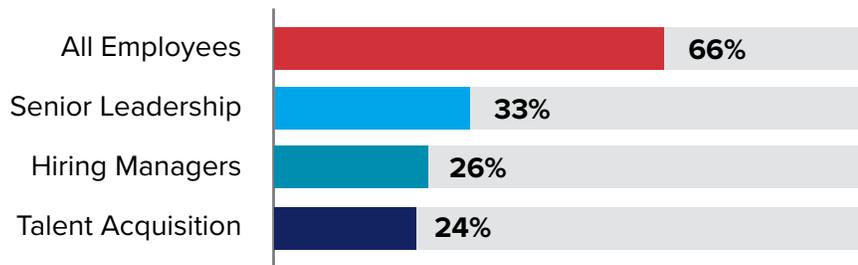
The data shows only 47% of the participants have pay equity initiatives in place to close gaps based on specific demographics. For example, 39% have pay equity initiatives based on race and 35% have pay equity initiatives based on gender.

## DEI TRAINING

Provide DEI training for specific groups of employees

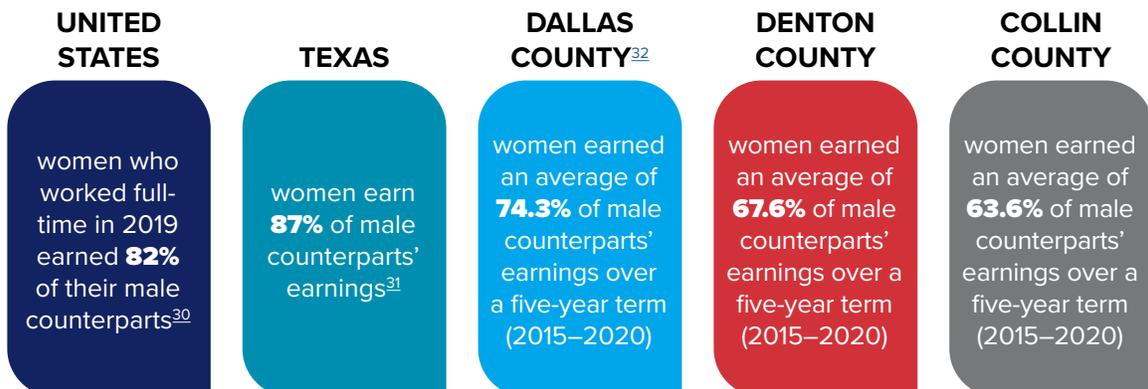


### TYPES OF EMPLOYEES THAT HAVE DEI TRAINING



## PAY EQUITY

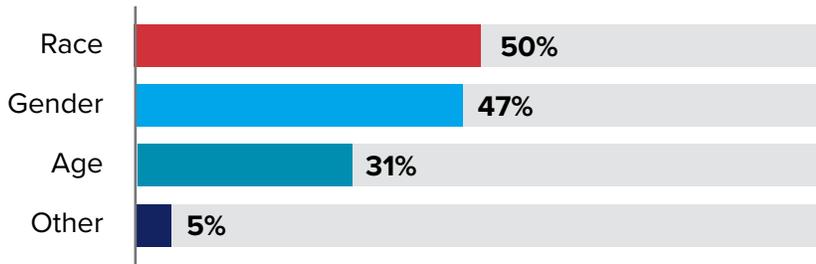
The gender and racial wage gaps have remained too wide across the nation and in Texas. The business community needs to evaluate current compensation practices and work to close pay gaps. When fixed, businesses can keep a competitive advantage in attracting and retaining talent in the Dallas Region.



Have audit compensation practices to determine pay disparities based on specific demographics



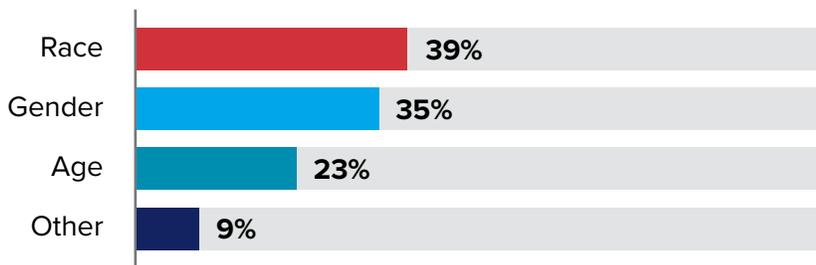
**DEMOGRAPHICS SUBJECT TO PAY PRACTICES AUDITS**



Have attempted a pay equity initiative to close the pay gap based on specific demographics



**DEMOGRAPHICS SUBJECT TO PAY EQUITY INITIATIVES**



**IMPACT OF COVID-19 PANDEMIC**

While racial and gender wage gaps are unfortunately nothing new in our society, the impact of the COVID-19 pandemic — and the ensuing economic downturn — underscores even further the need to close these wage gaps and center the recovery on the needs of women and women of color. Throughout the pandemic, women, especially women of color, bore the brunt of these gaps as well as the overall economic and social infrastructure and policies that do not support women and their needs. In fact, in early 2021, as many as 1.4 million net jobs were lost among women, according to the [U.S. Census](#).

Things may be turning around as the economy recovers: the Labor Department’s [July 2022 Jobs Report](#) shows 528,000 new jobs were added to the workforce, 62% of which were filled by women.<sup>33</sup> Black women also saw their unemployment rate drop to 5.3% (which is still a big difference from the unemployment rate of 2.5% for white women). The data is still coming in as the economy recovers and adjusts from the toll of the pandemic, but there is no more important time than now to focus on pay equity and to close the pay gaps for women and workers from underrepresented groups. No one step will magically close these gaps, but regular pay audits will help ensure gaps are identified and adjusted. When pay equity is embedded into your DEI strategy and your organization’s culture, it will go a long way in your recruiting and retention efforts for women and workers of underrepresented groups.

## MENTORSHIP, SPONSORSHIP, & LEADERSHIP DEVELOPMENT

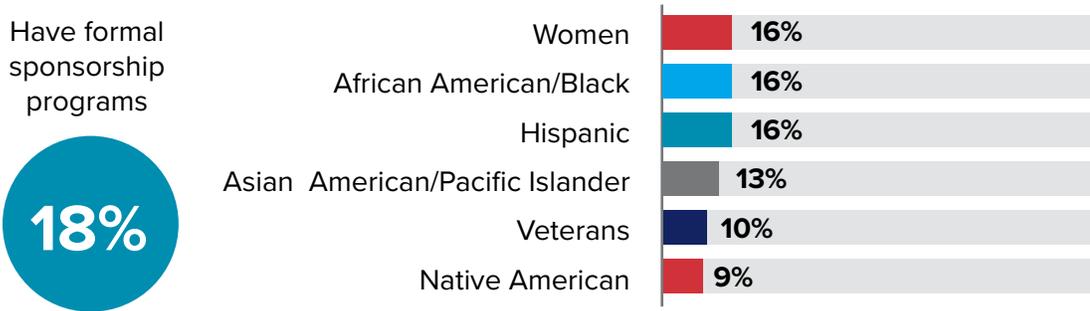
Enhancing career development opportunities for diverse talent is also key. While most organizations have formal mentorship programs for their diverse employee groups, only 18% of surveyed participants said they have formal sponsorship programs. A formal sponsorship program is a step above mentorship where sponsors leverage their power to advocate, quickly expanding the protégé’s visibility within the organization. Sponsors actively advance the protégé in the career development and advancement pipeline, providing more than just knowledge, perspective, and experience like mentors.<sup>34</sup>

Sponsorship programs are a valuable tool for promoting, developing, and advancing your diverse talent. Sponsorship can take many forms. A sponsor could prime the protégé for future leadership roles. This includes advocating for the protégé when speaking with other senior leaders and providing opportunities for the protégé to develop skills relevant for future, more senior positions.

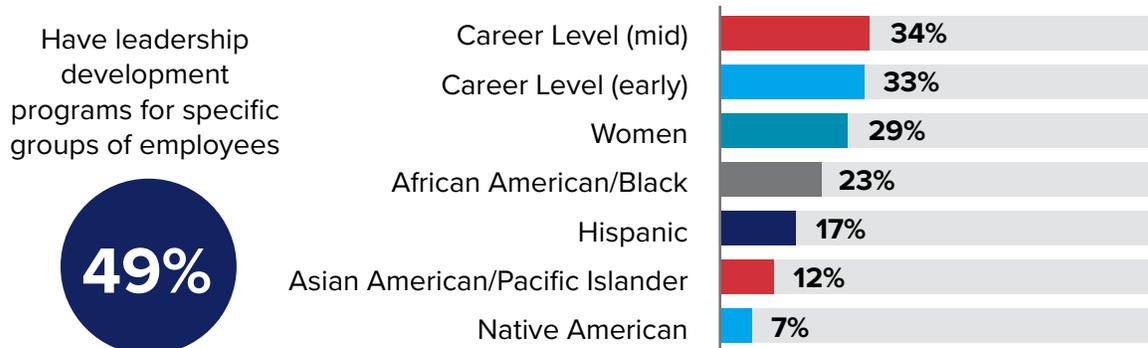
### FORMAL MENTORSHIP PROGRAMS AVAILABLE TO THESE DEMOGRAPHICS



### FORMAL SPONSORSHIP PROGRAMS AVAILABLE TO THESE DEMOGRAPHICS



### LEADERSHIP DEVELOPMENT PROGRAMS AVAILABLE TO THESE DEMOGRAPHICS

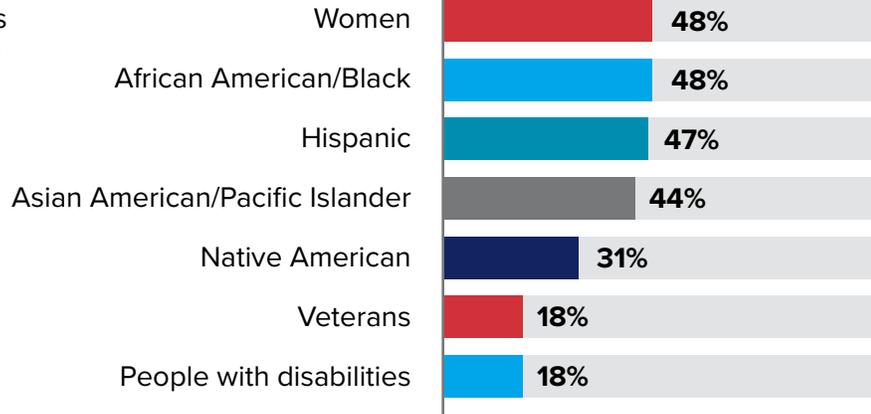


## DATA TRACKING

In addition to offering leadership development programs to employees from underrepresented groups, it is a best practice to also track promotion, retention, and turnover rates to identify gaps. Tracking also promotes transparency, which, in return, would attract more diverse talent, particularly those who are Veterans or persons with disabilities.

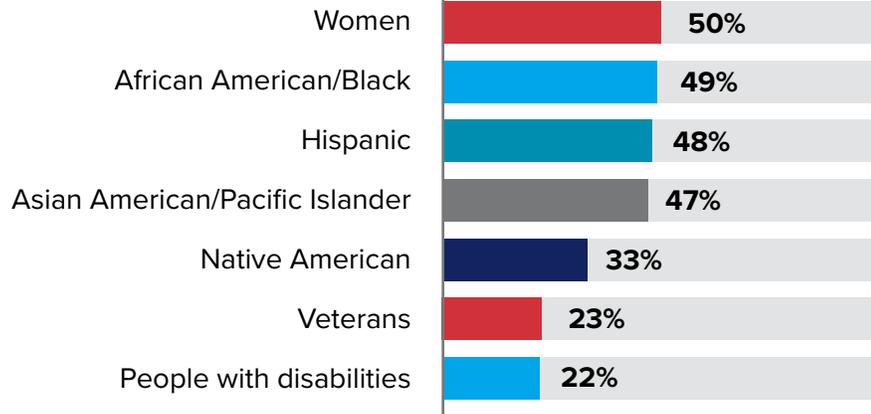
### DEMOGRAPHICS SUBJECT TO PROMOTION RATE TRACKING

Track promotion rates of underrepresented groups



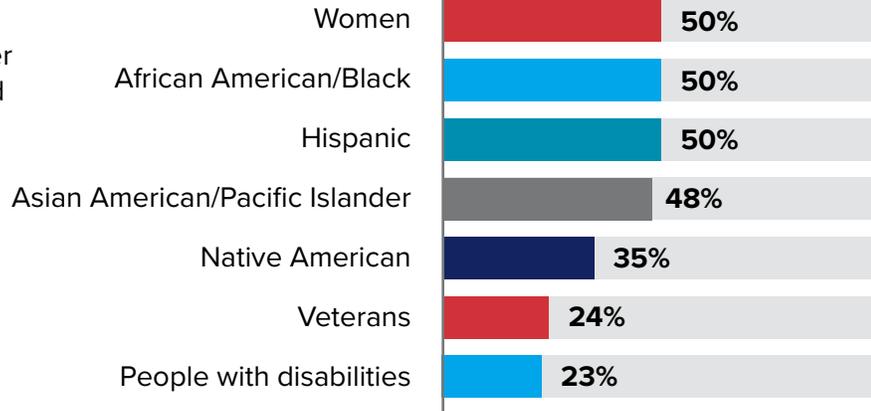
### DEMOGRAPHICS SUBJECT TO RETENTION RATE TRACKING

Track retention rates of underrepresented groups



### DEMOGRAPHICS SUBJECT TO TURNOVER RATE TRACKING

Track voluntary or involuntary turnover for underrepresented groups



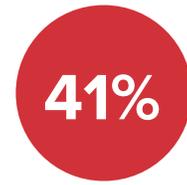
Two other practices to consider are succession planning and stay interviews. It is not enough to have a general succession plan in place; a succession plan needs to support the next generation of diverse leaders. Only 41% of the participants have a succession plan that ensures the increase of representation of diverse groups in management positions. Businesses are encouraged to reevaluate current succession plans, making sure it includes a DEI lens.

And while most participants do not utilize stay interviews — only 33% do — businesses are encouraged to consider them, so it creates an environment of trust and empathy. Effective stay interviews help leaders collect feedback on strengths and weaknesses within the organization, and this will potentially help with employee retention.

### SUCCESSION PLANNING

To ensure more diverse leadership in an organization, it is critical to look at your succession process with a DEI lens to identify gaps and opportunities to strengthen the succession plan so it supports the next generation of diverse leaders. The organization needs to have a formal succession process in place so there is accountability and clarity in how continuity and diversity can be preserved.

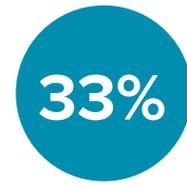
In fact, a Deloitte study of the tech industry shows nearly one-third of newly hired executives will fail within the first 18 months on the job due to poor culture fit and one of the hurdles is many leaders cannot identify who is accountable for driving succession plans to completion.<sup>35</sup>



of the participants do succession planning to increase representation of diverse groups in management positions

### STAY INTERVIEWS

Stay interviews are programs designed to assess employees' attitudes toward their role and responsibilities at work and determine how satisfied they are. During these interviews, managers can learn whether their reports feel as if their voices are heard. It is a best practice to conduct regular and thorough stay interviews to provide a work environment of trust and empathy. In this economy, with more and more workers leaving their jobs (i.e., the Great Resignation), effective stay interviews will help leaders collect feedback on strengths and weaknesses within the organization and potentially help with retention.



of participants do stay interviews at their organization

### ACTION ITEMS FOR TALENT MANAGEMENT



Conduct regular pay audits and review of compensation practices



Further develop diverse leadership



Track promotion, retention, and turnover rates



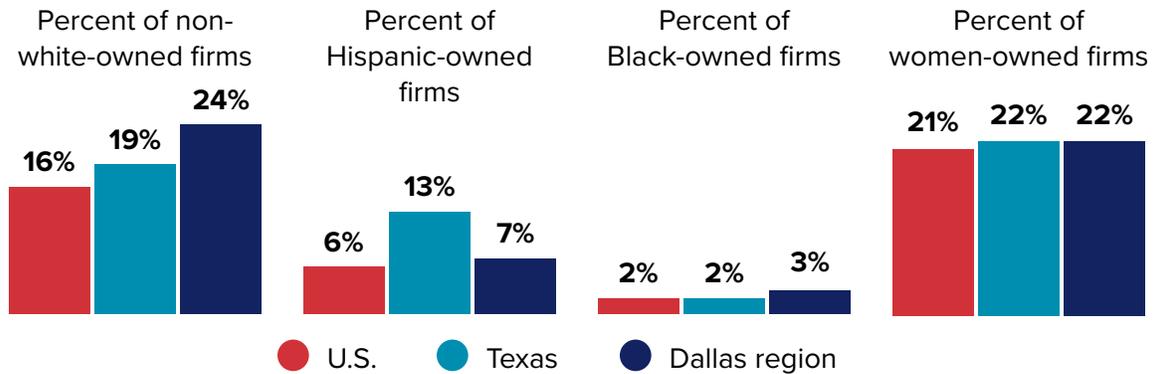
Establish sponsorship programs and conduct stay interviews

# SUPPLIER DIVERSITY

A company’s commitment to DEI should extend to the procurement process for key third-party vendors and suppliers. Organizations with more granular tracking of diverse spending and goal setting help drive societal and economic benefits. In 2021, MIT Sloan Management Review evaluated Fortune 100 companies in the United States and found while 85% of these companies have supplier diversity initiatives, only 59% report how much they source from diverse suppliers. On average, they procure 10% from diverse suppliers.<sup>36</sup> As the data below shows, the Dallas Region is showing average participation in having a supplier diversity initiative and low participation in tracking spending goals, Tier 1 spending (i.e., the amount of spending or procurement that an organization spends with its direct suppliers) and third-party certification.

The Dallas Region would truly benefit from an increase in the number of supplier diversity programs given its diverse population. For example, the region is 31% Hispanic, yet out of all the employer firms in the Dallas Region, only 7% are Hispanic-owned. Further, establishing a spending goal — whether in dollar amounts or percentage amounts — will elevate your supplier diversity program. Only 14% of the participants have dollar amount goals and only 23% have percentage goals. In addition, tracking your Tier 1 vendors/suppliers is another way to elevate your supplier diversity program. For example, requiring Tier 1 vendors/suppliers to also track their spending with diverse suppliers is another way to implement granular tracking.

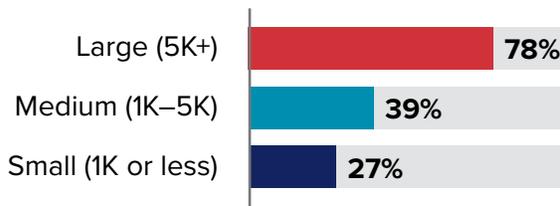
## U.S. CENSUS



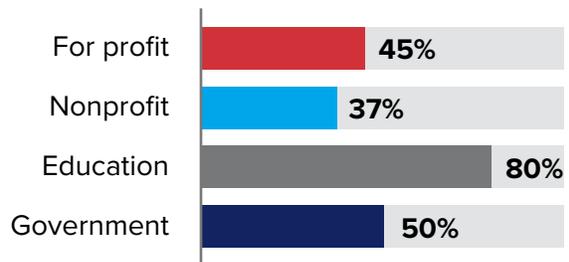
**46%**

of the participants have a supplier diversity program

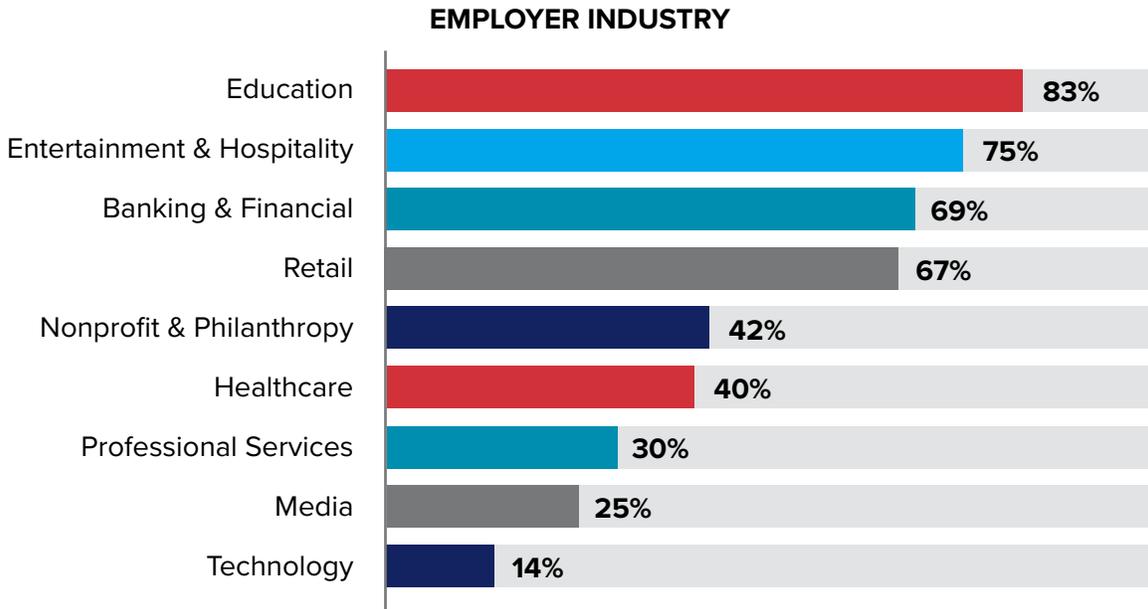
## EMPLOYER SIZE



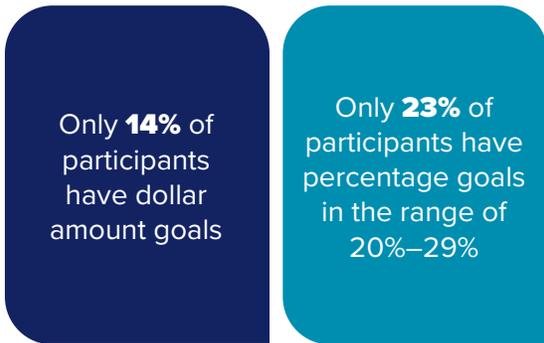
## EMPLOYER SECTORS



**SUPPLIER DIVERSITY**



**SPENDING GOALS**



**SUPPLIER DIVERSITY TRACKING**



**ACTION ITEM FOR SUPPLIER DIVERSITY**



Establish a formal supplier diversity program with set diverse spending goals



Implement granular tracking of diverse spending and vendors

# MARKETPLACE & COMMUNITY IMPACT

More and more investors are demanding that organizations — particularly public companies — prioritize their roles as good corporate citizens and partners in the global community. Organizations, particularly for-profit organizations, need to ensure their Environmental, Social, & Governance (ESG) strategy and reporting is robust and has DEI embedded as a core component. The assessment found that 53% of participants already have their corporate ESG strategy tied to their DEI strategy, and 79% have made statements — internal and public — in response to social justice issues. The goal is to see the number of businesses in the Dallas Region that are embedding their DEI strategy into ESG strategy increase over time.



Note that only about 26% of employers in the U.S. allow employees take paid time off to volunteer.<sup>38</sup>

Organizations, particularly for-profit organizations, need to ensure their ESG strategy and reporting is robust and has DEI embedded into it.



Material factors vary significantly by industry

# NEXT STEPS TOWARDS PROGRESS

Our greatest resource and most treasured asset as a community are found in the diversity of the workers and families who call the Dallas Region home.

Members of the business community have demonstrated significant progress by embracing the importance of DEI as a business and community imperative. However, many gaps still exist, and opportunities remain for more organizations to translate intent into action — and turn promises into practice.

Businesses can start by using this Benchmark Report to evaluate and measure current efforts, and then infuse DEI practices into business strategies and planning to become a catalyst for meaningful change. The report is clear on several important takeaways:

## ORGANIZATIONAL AGILITY & CAPACITY



- ✓ Set clear, measurable DEI goals
- ✓ Partner with Board diversity organizations
- ✓ Have a dedicated DEI team with a direct line to the CEO

## TALENT ACQUISITION & MANAGEMENT



- ✓ Set goals for hires from different demographic groups
- ✓ Conduct regular compensation audits
- ✓ Establish sponsorship programs and conduct stay interviews with DEI lens

## SUPPLIER DIVERSITY



- ✓ Establish supplier diversity program with spending goals
- ✓ Track spending and vendors

The data is conclusive that investing in DEI efforts strengthens the business and financial performance of an organization, while building a culture of trust, understanding, and respect. This in turn helps to attract and retain talented workers and deepens loyalty to a company’s mission and goals.

The moral case is even more compelling and represents the highest calling for business leaders. The Dallas Region is fortunate to have a business community that comes together to accomplish big things for the greater good. Organizations have the power, and a responsibility, to both lead and learn by example to effect positive change for the entire community.

In the Dallas Region, diversities of heritage, culture, experience, ideas, faiths, and worldviews blend to create a thriving and prosperous community. Our diversity is our strength — and the way forward.

Working together, we can advance the shared goal of making the Dallas Region even more inclusive, equitable and open for all.

*Note that the above key takeaways are not an exhaustive list and should not be viewed as a one size fits all approach. Each organization is encouraged to evaluate their own DEI strategy and identify areas of opportunities to improve upon to maximize the impact on progress in the community.*

# REPORT CONTRIBUTORS

## DALLAS REGIONAL CHAMBER

Dale Petroskey  
President & CEO

Angela I. Farley  
COO & CFO

Latosha Herron-Bruff  
SVP of Inclusion & Community Engagement

Duane Dankesreiter  
SVP of Research and Innovation

Jessica Heer  
SVP of Regional Marketing & Talent Attraction

Kelly Morris  
VP of Communications

Daniela Ramirez  
Manager of Diversity, Equity & Inclusion

## KANARYS

Mandy Price  
CEO & Co-Founder

Bennie King  
Chief Product Officer  
& Co-Founder

Ashanti Mitchell  
Chief Financial Officer

Jeremy Palafox  
VP of Integrated Marketing

Amin Habibnia  
Director of Client Technology  
& Services

Haley Ariyibi  
Manager of Strategic Alliances

Hayley Rohn  
DEI Client Champion

Flor Lozano-Byrne  
Data Scientist

Priya Ubriani  
Senior Data Analyst

Jenna Hazlett  
Graphic Designer

Akhil Damani  
Intern

Zach Gilstrap  
Intern

## ABOUT THE DRC

Named as the National Chamber of the Year in July 2022, the Dallas Regional Chamber is one of America’s most established business organizations and serves as the voice of business and the champion of economic development and growth in the Dallas Region. We work with our member companies and regional partners to strengthen our business community by advocating for pro-growth public policies, improving our educational system, attracting talented workers from around the world, promoting diversity, equity, and inclusion, and enhancing the quality of life for all. Our goal is to make the Dallas Region the best place in the United States for all people to live, work, and do business. For more information, please contact the DRC at 214.746.6600 or visit [www.dallaschamber.org](http://www.dallaschamber.org).

## ABOUT KANARYS

Kanarys, Inc. is a technology company that provides the data and tools that organizations need to create long-term system change around DEI challenges. Kanarys’ platform provides the framework, benchmarking, and data that these organizations need to incorporate best-in-class DEI into their policies and practices so they can track and measure impact on business outcomes.

# ACKNOWLEDGEMENTS

The Dallas Regional Chamber would also like to express its sincere gratitude to all 72 members of its DEI Council for its support throughout this partnership. This Council is a permanent Board-level cohort that focuses on diversity in leadership, education and workforce, community investment in underserved areas, and policing and criminal justice policies.

Bob Pragada, Jacobs	Jorge Corral, Accenture
Rafael Lizardi, Texas Instruments	Juan Suarez, Southwest Airlines
Andy Silverman, American Airlines Center	Julia Harman, Texas Capital Bank
Angela I. Farley, COO & CFO, Dallas Regional Chamber	Justin Burns, Target
Barclay Berdan, Texas Health Resources	Kim Kesler, KPMG
Belen Garren, JPMorgan Chase & Co.	Laura Irvine, Baylor Scott & White Health
Beth Garvey, BGSF	Mark Rudin, Texas A&M University-Commerce
Brad Selner, JLL	Maryanne Pina, Frodsham CMP
Brendan McGuire, PNC Bank	Michelle Miller, Verizon Wireless
Bridget Moreno Lopez, Linebarger Goggan Blair & Sampson, LLP	Mike Hansen, OCC
Charlie Bogart, RealCom Solutions	Miki Woodard, Texas Women's Foundation
Chris Nielsen, Toyota Motor North America	Nancy Flores, McKesson
Cynt Marshall, Dallas Mavericks	Nick Barker, Turner Construction
Dale Petroskey, President & CEO, Dallas Regional Chamber	Peter Brodsky, Reimagine RedBird
Dan Berner, Deloitte	Rankin Gasaway, 7-Eleven, Inc.
Daniel Podolsky, M.D., UT Southwestern Medical Center	Ray Sedey, McCarthy Building Companies
Darcy Anderson, Hillwood, a Perot Company	Rich Shearing, Premier Truck Group
Debbie Dennis, Oncor	Sara Madsen Miller, 1820 Productions
Dennis Cail, Zirtue	Scott Greene, Lockheed Martin
Derek Kerr, American Airlines	Scott Hudson, TXU Energy
Doreen Griffith, Grant Thornton LLP	Scott Moore, PwC
Erika Salter, Law Office of Erika N. Salter	Scott Orr, Fidelity Investments
Erin George, The Boston Consulting Group	Sean Donohue, DFW International Airport
Felix Lozano, Whitley Penn	Steve Idoux, Lockton Dunning
Hattie Hill, T.D. Jakes Foundation	Steven Williams, Frito-Lay North America
Hilda Galvan, Jones Day	Sunil Maini, U.S. India Chamber of Commerce DFW
Jason Janning, Hilti	Taylor Wilson, Haynes and Boone, LLP
Jason Villalba, Hispanic Public Policy Foundation	Thomas Crowther, The Crowther Group
Hon. Jeanne Phillips, Hunt Consolidated Energy, Inc.	Tiffany Cason, Independent Financial
Jennifer Chandler, Bank of America	Tim Dismond, CBRE
Joanna Singleton, Jackson Spalding	Tre' Black, On-Target Supplies & Logistics
John Stephens, M&J Lupton Investments, LLC	Ty Beasley, RSM US LLP
Joli Robinson, Metro Dallas Homeless Alliance	Tyrus Sanders, Regions Bank
Jorge Baldor, Latino Center for Leadership Development	Wendy Lopez, AECOM
	William Ampofo, The Boeing Company

Kanarys would also like to express their most sincere gratitude to Project Mockingbird for their support and valuable contribution in the making of this report.

## ProjectMockingbird

# REFERENCES

- <sup>1</sup> See, e.g., Hunt, Vivian, et al., [Why Diversity Matters](#), McKinsey & Company (2015); Hunt, Vivian, et al., [Delivering through diversity](#), McKinsey & Company (2018); and Dixon-Fyle, Sundiatu, et al., [Diversity wins: How inclusion matters](#), McKinsey & Company (2020).
- <sup>2</sup> See, e.g., Hunt, Vivian, et al., [Why Diversity Matters](#), McKinsey & Company (2016); Rock, David, et al., [Why Diverse Teams Are Smarter](#), Harvard Business Review (2016); Hewlett, Sylvia, et al., [How Diversity Can Drive Innovation](#), Harvard Business Review (2013); Lorenzo, Rocio, et al., [The Mix That Matters: Innovation Through Diversity](#), Boston Consulting Group (2017).
- <sup>3</sup> See [The Urban Institute Inclusive Recovery in US Cities Report](#) (2016).
- <sup>4</sup> Griffin, Matthew, [New ranking says Texas is only 5th best state for business, citing weakness on inclusion](#), The Dallas Morning News (July 14, 2022).
- <sup>5</sup> [Statement on Nasdaq's Diversity Proposals – A Positive First Step for Investors](#) (August 2021).
- <sup>6</sup> Angele, Susan, et al., [Board Disclosure of Race and Ethnicity Gains Traction](#), Harvard Law School Forum on Corporate Governance (March 2022). See also the [KPMG Board Diversity Disclosure Benchmarking Tool](#), powered by ESGAUCE, which compares board diversity disclosure practices by index, sector, and company size.
- <sup>7</sup> For all references to U.S. Census data in this column, please visit the U.S. Census 2020 aggregated data for [Dallas](#), [Denton](#), and [Collin](#) counties, for [Texas](#), and for [United States](#).
- <sup>8</sup> For all references to U.S. Census data about top executives in this column, please see the U.S. Census 2014–2018 EEO Tables (ACS 5-Year Data aggregated for [Dallas](#), [Denton](#), and [Collin](#) counties).
- <sup>9</sup> [Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 600 Boards](#), Deloitte, 6<sup>th</sup> Edition (2021).
- <sup>10</sup> [Missing Pieces Report: The Board Diversity Census of Women and Minorities on Fortune 600 Boards](#), Deloitte, 6<sup>th</sup> Edition (2021).
- <sup>11</sup> [Women in the boardroom: A global perspective](#), Deloitte (7<sup>th</sup> Edition, 2022).
- <sup>12</sup> [Women in the boardroom: A global perspective](#), Deloitte (7<sup>th</sup> Edition, 2022).
- <sup>13</sup> [Women in the boardroom: A global perspective](#), Deloitte (7<sup>th</sup> Edition, 2022).
- <sup>14</sup> [Women in the boardroom: A global perspective](#), Deloitte (7<sup>th</sup> Edition, 2022).
- <sup>15</sup> Note that these percentages do not add up to 100% because some participants may address more than one aspect so these percentages represent the number of participants that address each item.
- <sup>16</sup> Note that these percentages do not add up to 100% because it does not include participants who answered they do not have a DEI strategy or skipped this question.
- <sup>17</sup> See Lewis, Nicole, [Consequential Accountability' Could Be Solution to Corporate DE&I Stalemate](#), SHRM (September 2021) for a discussion on how to tie HR leaders' DEI efforts with job performance.
- <sup>18</sup> See Kaiser Family Foundation's summary on [Paid Leave in the U.S.](#) (December 2021).
- <sup>19</sup> Coe, Erica, et al., [National surveys reveal disconnect between employees and employers around mental health need](#), McKinsey & Company (April 2021).
- <sup>20</sup> Leonhardt, Megan, [Nearly 40% of employers expanded mental health benefits during the pandemic](#), Fortune (November 2021).
- <sup>21</sup> Salary.com's [Pay Practices Survey](#) (2021).

- <sup>22</sup> Kelly, Jack, [Hybrid Will Be The New Work Style, But 72% of Businesses Lack a Strategy, AT&T's 'Future of Work' Study Shows](#), Forbes (March 2022).
- <sup>23</sup> Liu, Jennifer, [How much do others make for the same job? Here's where employers are required by law to share salary ranges when hiring](#), CNBC (January 2022).
- <sup>24</sup> Maurer, Roy, [More Employers Post Salary Ranges to Attract Workers](#), SHRM (August 2021).
- <sup>25</sup> Diverse slate hiring comes from the NFL's [Rooney Rule](#) that was implemented in 2003, which signaled an effort to increase minority representation among coaching staff. With the rule's implementation, the number of minority head coaches jumped from 6% to 22% over four years. Since then, diverse slate hiring has been gradually implemented at many other businesses in the United States.
- <sup>26</sup> See *also*, e.g., Torres, Monica, [A New Study Says 1 Critical Choice Leads to More Diversity in Hiring](#), HuffPost (August 2021); Good, Brian, [New Study Reveals Diversity Slate of Job Applicants Increases by 118% When Women or POC Oversee Hiring and Recruitment](#), Diversity Inc. (July 2021).
- <sup>27</sup> See Johnson, Stefanie, et al., [If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll be Hired](#), Harvard Business Review (April 2016) for a brief discussion on why diverse slate policies exist.
- <sup>28</sup> Salary.com's [Pay Practices Survey](#) (2021).
- <sup>29</sup> In addition to these talent pipeline partnerships, employers in the tech industry should also consider the Dallas Regional Chamber's Say Yes to Dallas initiative (in partnership with Accenture), which created a [Diversity In Tech Toolkit](#). This toolkit offers useful and practical resources for employers in the region to consider in their efforts to increase representation and advancement of people from underrepresented groups in technology jobs. The Toolkit also shares [case studies](#) in which Dallas region employers discussed their actions and strategies to increase DEI at their workplaces.
- <sup>30</sup> U.S. Census [Income and Poverty in the United States: 2019](#); See *also* Barroso, Amanda, et al., [Gender pay gap in U.S. held steady in 2020](#), Pew Research Center (May 2021) and Fry, Richard, [Young women are out-earning young men in several U.S. cities](#), Pew Research Center (March 2022).
- <sup>31</sup> U.S. Bureau of Labor Statistics, [Women's Earnings in Texas](#) (2020).
- <sup>32</sup> Since the Bureau of Labor Statistics does not report on data below the state level, Kanarys analyzed the latest American Community Survey microdata over a five-year term up to 2020 for Dallas, Collin, and Denton counties.
- <sup>33</sup> See Saraiva, Catarina, et al., [Women Drive Job Gains as US Labor Market Surges Back in July](#), Bloomberg (8/5/2022); Subin, Samantha, [Despite a strong jobs report, unemployment inched higher for Black workers in July](#), CNBC (8/5/2022); Bureau of Labor Statistics [July 2022 Jobs Report](#) (8/5/2022).
- <sup>34</sup> Omadeke, Janice, [What's the Difference Between a Mentor and a Sponsor](#), Harvard Business Review (October 2021).
- <sup>35</sup> DiLorenzo, Lou, et al., [Looking beyond the horizon: How CIOs can embed DEI into succession planning](#), Deloitte (2022).
- <sup>36</sup> Swette, Karina, et al., [How Procurement Can Strengthen Diversity and Inclusion](#), MIT Sloan Management Review (May 2021).
- <sup>37</sup> Note that the diverse status of a vendor does not specifically depend on third-party certification. There are many diverse suppliers that have not been certified.
- <sup>38</sup> [Society for Human Resource Management's 2019 Employee Benefits Survey](#).