

ONE  
HOUSTON  
together

November 2022

# Houston Equity & Inclusion Organization Assessment Implementation Toolkit



*One Houston Together is a data-driven effort of 100+ businesses, institutions, and nonprofit organizations to **advance people of color** into senior management roles, **increase racial diversity** on corporate boards, and **grow spending** with **Minority Business Enterprises**.*

# context setting

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# Why the Partnership and Accenture to support One Houston Together...

## Our commitment to inclusion, diversity and equity starts at the top

“ A culture of shared success is critical for who we want to be and what we want to do as a company. By embracing inclusion, diversity, and equality, we can attract the very best talent, unlock greater collaboration and innovation, and create value that benefits all of our stakeholders. ”



**JULIE SWEET**  
Chief Executive Officer

1

**The customers of our clients are incredibly diverse.**

We need to be diverse to help design solutions that reflect the needs of our clients' customers

2

**More diverse businesses achieve stronger returns and are more innovative.**

We must continue to enhance the benefits of a truly diverse and inclusive environment

3

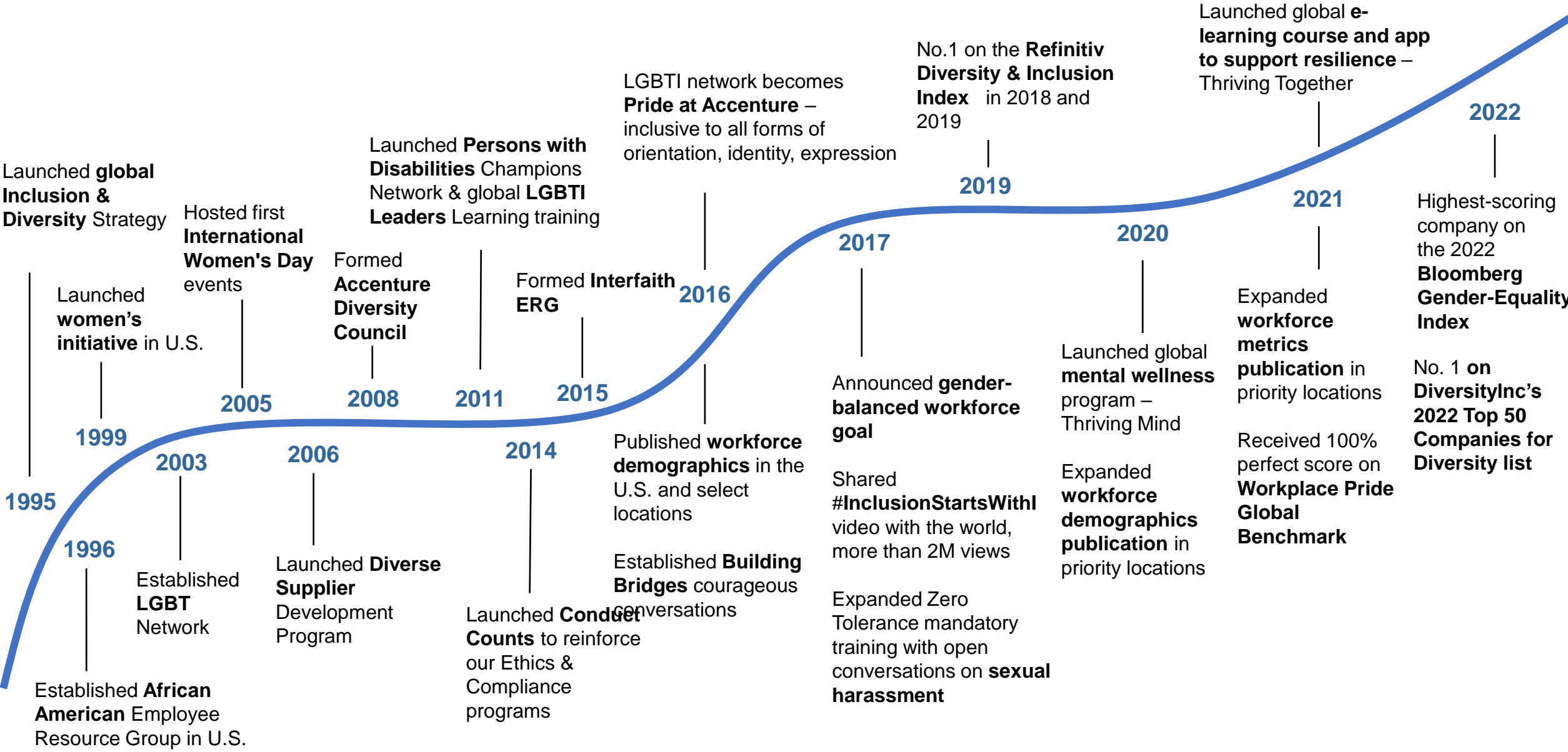
**The global talent pool is diverse.** For example, 60% of all graduates around the world are women. We must attract and retain the very best talent available

4

**Shareholders are making investments based on diversity.**

We must continue to be an I&D pioneer and encourage our clients, suppliers and potential acquisitions to do the same

# Our history reflects our commitment



\*This is a sample of key actions from our detailed historical timeline.

# In 2021, the Partnership conducted the Equity & Inclusion Assessment to establish a baseline of DEI

## Overview of Equity & Inclusion Assessment

The Partnership has released the results of its inaugural Equity & Inclusion Assessment. Purpose of the assessment:

- **help** organizations enhance their equity and inclusion strategy
- **increase** community impact.
- **inform** the classification of equity and inclusion standards for participating companies and organizations

### LEVEL 1

No DEI work has begun

### LEVEL 2 REACTIVE:

A compliance-only mindset: actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.

### LEVEL 3 PROACTIVE:

A clear awareness of the value of DEI; starting to implement DEI systemically. This is what is expected of all organizations.

### LEVEL 4 PROGRESSIVE:

Implementing DEI systemically and showing improved results and outcomes beyond what is required or expected.

### LEVEL 5 BEST PRACTICE:

Demonstrating current global best practices in DEI; exemplary

*Note: Categories included in the Equity & Inclusion Assessment are based on and taken with permission from The Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB).*

## Assessment By the Numbers

- **120** participating companies and organizations completed equity & inclusion assessment
- **12** counties across Houston region shared DEI insights and experience
- **90+** organizations headquarter in Greater Houston
- **15** DEI categories analyzed
- **215k+** employee represented in assessment to guide equity and inclusion efforts
- **10** various industries represented and contributed to assessment
- **11k+** datapoints analyzed using Power BI dashboards
- **4** organization types identified (For-profit/private held, For-profit/publicly held, Non-profit, and Government/public entity)
- **60+** large companies participated with **1000** or more employees
- **39** companies participated with **<250** employees

# The 2021 Equity & Inclusion Assessment identified areas of progress and areas of opportunity

## KEY FINDINGS

### Areas to celebrate

- ✓ Partnership **completed** the **first-ever** regional Equity & Inclusion Assessment
- ✓ **35%** of Houston organizations are “**proactive**” across a set of 15 DEI (Diversity, Equity and Inclusion) **Best Practice categories**
- ✓ **120** companies participated in regional Equity & Inclusion Assessment
- ✓ **Launched** *One Houston Together* workstreams to **engage businesses**:
  - **Supplier Diversity workstream**: Supplier Diversity Roundtable, Houston Buyer Cohort, and COP Convening
  - **Talent workstream**: Talent Roundtable and Industry Working Groups

### Areas of opportunity

- **Racial** and **ethnic diversity** decreased ~50% and **gender diversity** decreased ~30% between workforce and leadership levels
- **Female representation** deteriorates at higher levels across **all races**.
- **Hispanic talent** is underrepresented at all workforce levels and in board leadership
- Less than 30% of participants reported **Minority Business Enterprise** (MBE) spending and those that did averaged just 2% of their total spend to MBEs- **supplier diversity** is the least mature of the 15 DEI Best Practice categories

# Accenture offered their perspective and recommendations on actions to drive change, with a key focus on attracting and retaining talent and DEI strategy development

The implementation toolkit focuses on **7 DEI categories** captured in the Equity & Inclusion Assessment...

**FOUNDATION:**  
Drive the Strategy

- 1 – Vision
- 2 - Leadership
- 3 - Structure

**INTERNAL:**  
Attract & Retain People

- 4 - Recruitment
- 5 - Benefits
- 6 - Compensation
- 7 - Flexibility

Additional categories in the Equity & Inclusion Assessment include:

**BRIDGING:**  
Align & Connect

- 8 - Assessment
- 9 - Communications
- 10 - Learning
- 11 - Sustainability

**EXTERNAL:**  
Listen to & Service Society

- 12 - Community
- 13 - Services & Products
- 14 - Marketing
- 15 - Responsible Sourcing

Note: Categories included in the Equity & Inclusion Assessment are based on and taken with permission from The Global Diversity, Equity & Inclusion Benchmarks: Standards for Organizations Around the World (GDEIB).

# The implementation toolkit focuses on 7 DEI benchmarks that include a series of actions to drive change around talent development

## FOUNDATION: Drive the Strategy

### 1 - Vision:

- Create DEI strategy
- Establish DEI metrics
- Accelerate with technology

### 2 - Leadership:

- Establish DEI team
- Support ERGs
- Offer DEI coaching and mentoring

### 3 - Structure:

- Create a DEI Council
- Implement employee career framework
- Design onboarding program

## INTERNAL: Attract & Retain People

### 4 - Recruitment:

- Review talent acquisition processes
- Create diverse interview panels
- Maintain active keep warm pipeline

### 5 - Benefits:

- Develop DEI learning pathways
- Offer professional development
- Maintain promotion transparency

### 6 - Compensation:

- Publish debiased job descriptions
- Launch employee referral campaign
- Launch flexible benefits program

### 7 - Flexibility:

- Pilot employee-specific programs
- Review / review flexible working policies

The implementation toolkit includes a card of each category and action to identify the following:

- Opportunity
- Recommendations
- Value Delivered



The image shows a sample toolkit action card for the 'Recruitment' benchmark. The card is titled 'Our recommendations for attracting & retaining people' and 'RECRUITMENT: Review talent acquisition processes'. It is organized into three sections: 'OPPORTUNITY', 'RECOMMENDATIONS', and 'VALUE DELIVERED'. The 'OPPORTUNITY' section describes reviewing recruitment approaches. The 'RECOMMENDATIONS' section lists several actions like assessing job descriptions, establishing diversity guidelines, and expanding talent sourcing. The 'VALUE DELIVERED' section states that the goal is to improve bringing in diverse talent and inclusive practices. A legend in the top right corner identifies the benchmarks: 4 - Recruitment, 5 - Benefits, 6 - Compensation, and 7 - Flexibility.

**Our recommendations for attracting & retaining people**  
**RECRUITMENT: Review talent acquisition processes**

**OPPORTUNITY**  
Review recruitment approach, including talent pools, sourcing channels, interview guides, and vetting processes to identify and remove bias, to ensure bringing in diverse talent pool.

**RECOMMENDATIONS**

- Assess wording on job descriptions and interview guides, utilizing unconscious bias elimination techniques
- Establish diversity guidelines for recruiting events to increase diverse talent pipeline and workforce representation
- Create recommendations to increase diversity on interview panels especially for leadership jobs and roles
- Expand talent sourcing avenues from untapped pipelines and build programs focused on underrepresented populations (HBCUs, multi-cultural professional organizations and conferences, HSIs, etc.)
- Standardize and mandate the use of existing inclusive interview guide to conduct interviews

**VALUE DELIVERED**  
A refresh of internal / external recruiting processes, focus on areas to improve bringing in diverse talent and inclusive practices.

\*Sample toolkit action card



# keys to success

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# The urgency and business case for DEI

*Organizations that do not prioritize DEI and lack of action to create inclusive environments might see adverse consequences play out in various ways*

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## Internal Consequences:

- Lack of **diversity** in leadership
- Cynicism from senior leaders
- High **attrition rate** across diverse talent
- Apparent unconscious bias
- Large numbers of employee **complaints**
- Reports of **micro-aggressions** and tone policing
- Low levels of employee engagement among diverse groups
- Lack of **trust** and a sense of **belonging**
- **Over-exhaustion** of employee resource groups

## External Consequences:

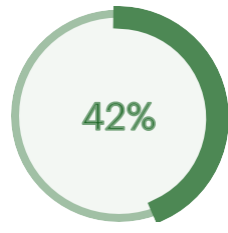
- Regulatory requirements and **finances**
- Increasing demands for **responsible business** from constituents and future workforce
- **Damaged** brand identity, mission, and **reputation** leading to:
  - Smaller future talent pool
  - Reduced partnership opportunities
  - Stakeholder pressure
  - Competitive disadvantage
  - Reduced funding / donations

# Business value for DEI

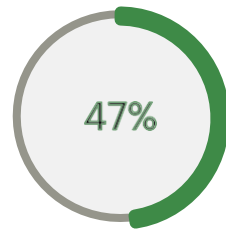
*Why is diversity, equity, and inclusion critical? Leading with purpose and unlocking the full potential of your business decreases risk and increases value*



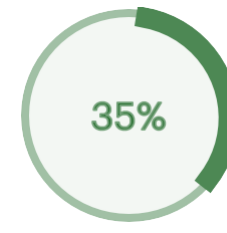
Faster decisions made by diverse organizations than non-diverse organizations<sup>1</sup>



Of ethnic minority customers would switch to an organizations committed to inclusion and diversity<sup>2</sup>



Of millennials are actively looking for inclusion and diversity when considering potential employers<sup>3</sup>



Companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians<sup>4</sup>



Of employees are satisfied with their job when their workforces are diverse<sup>5</sup>

## Organizations focusing on DEI have seen the following benefits:

### Decrease risk<sup>6</sup>

- ↑ Stronger trust in organizational brand
- ↑ Overcome skills shortages
- ↑ Improved stakeholder relationships and partnerships
- ↓ Reduced reputational risk

### Increase growth<sup>7</sup>

- ↑ Increased innovation
- ↑ Access to top talent
- ↑ Penetrate new markets
- ↑ Connect with a wider customer base

### Increase ROI<sup>6</sup>

- ↓ Reduced attrition costs
- ↓ Reduced litigation or non-compliance costs

#### Sources:

1. White Paper: Hacking Diversity with Inclusive Decision Making, 2019
2. How inclusion and diversity drive shoppers' behavior, Accenture 2019

3. Millennial Survey, Deloitte 2016
4. Why Diversity Matters, McKinsey 2019
5. When She Rises, We All Rise, Accenture 2019

6. Inclusion & Diversity in Banking, British Banking Association, 2015
7. Getting To Equal, Accenture 2019

# Key success factors that will help organizations move from action to outcome

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1. **Treat DEI in the same way you treat any organizational priority:** DEI should be stated as a strategic priority and should be treated with rigor. Goals should be set, a plan created and monitored at the executive level over many years in the same way as any other business critical goal.
2. **Visible Commitment from Leadership:** Leadership need to commit visibly as well as verbally, real stories backed by highly visible tangible actions can build organizational commitment and trust.
3. **Defining and Communicating the Business Case:** Successful DEI programs are built on persuasion, particularly of middle managers, the business case for diversity needs to be used as a selling point.
4. **Establishing Metrics and Tracking Progress:** Setting clear diversity targets, establishing metrics, tracking progress and where appropriate tying the metrics to incentives focuses attention, effort and accountability.
5. **Systematic Focus on the Whole Talent Pipeline:** To get qualified candidates at senior-levels, companies need to focus on the whole pipeline, talent development, succession planning and, in some cases, right back to outreach programs in schools.
6. **Make DEI a Core Value:**...not an initiative or program, DEI has to be a sustaining transformation that continues to connect to organizations mission, vision and values. Culture shifts take time, sustained commitment and action to change is required to see results.

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