

The background of the cover is a repeating pattern of rounded squares in various colors including shades of blue, teal, purple, pink, and gold. In the center, there is a white rectangular box with a teal border. Inside this box, the words "VIBRANT" and "INDEX" are written in a bold, sans-serif font. "VIBRANT" is in a dark pink color, and "INDEX" is in a dark blue color. Below the box, a thin teal line extends downwards to a small dot, from which a vertical line leads to the subtitle text.

VIBRANT INDEX

5.0 Summary Report
June 2024

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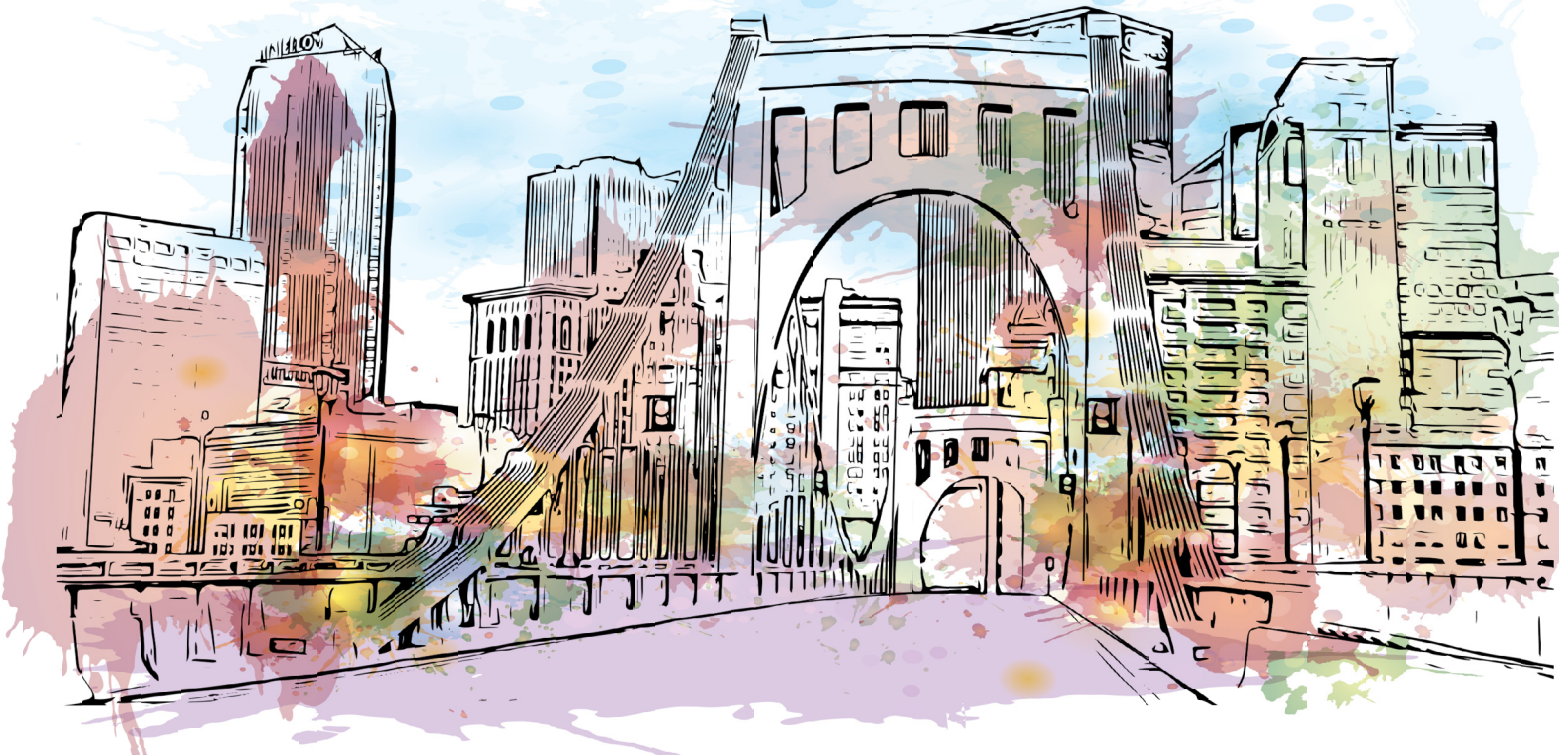
Majestic Lane
*Allegheny Conference on
Community Development*

Melanie Zaber
RAND Corporation

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The Vibrant Index is a collaboration between Vibrant Pittsburgh and the Allegheny Conference on Community Development. For more information about the Vibrant Index, visit <https://vibrantpittsburgh.org/learn/the-vibrant-index/>



ABOUT THE VIBRANT INDEX

Overview

The Vibrant Index, established in 2019, benchmarks participating employers' current diversity, equity, and inclusion (DEI) practices in comparison to best practices. This fifth iteration continues to aid employers in identifying their strengths and areas for continual improvement.

Methodology

Participation in the Vibrant Index 5.0 was voluntary with employers opting into the diagnostic. Participants completed the diagnostic of 70 optional questions online via the Qualtrics platform and had the ability to opt out at any stage. Participants had at least six weeks to finalize the diagnostic and only final submissions were counted in the sample.

Post-Participation Engagement

All participating employers receive confidential reports reflecting their current practices, with scores compared to the average sample score, size cohort score, and industry score.

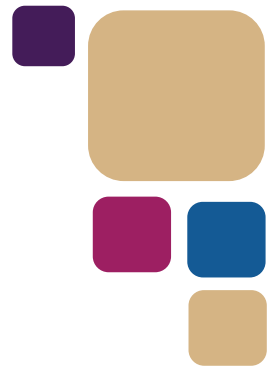
Regardless of performance, all participating employers are encouraged to seek consultation with Vibrant Pittsburgh subject matter experts to identify strategies to advance their DEI efforts.

A Note Regarding Year-to-Year Comparison

Voluntary, self-selected participation in the diagnostic produces a different sample representation each year. Due to the continued evolution of the Vibrant Index and best practices of workplace psychology, workplace DEI, and Environmental and Social Governance (ESG), year-to-year and longitudinal conclusions should be conservatively drawn. Any such conclusions should give attention to the context of questions and themes assessed in a particular iteration and considerations yielded to climate and norms at the time of the diagnostic. Additionally, the results of the Vibrant Index 5.0 are not representative of all workplaces in the Pittsburgh region.

Report Organization

The summary report data is categorized into positive, moderate, and improvement indicators to offer a comprehensive analysis of how the study sample is implementing DEI best practices collectively (positive), identifying areas with accessible opportunities for advancing DEI best practices (moderate), and pinpointing areas where implementation is lacking (improvement). This assessment efficiently informs readers about achievements, opportunities, and shortcomings in achieving sustained regional DEI excellence.



DIAGNOSTIC SAMPLE

The Vibrant Index 5.0 was completed by 100 employers representing over 185,000 full-time employees (or 16% of the labor force) in the Pittsburgh region. A normal distribution of employer sizes is represented in the sample. Nonprofits represent 60% of the sample.

TABLE 1. EMPLOYER TYPE

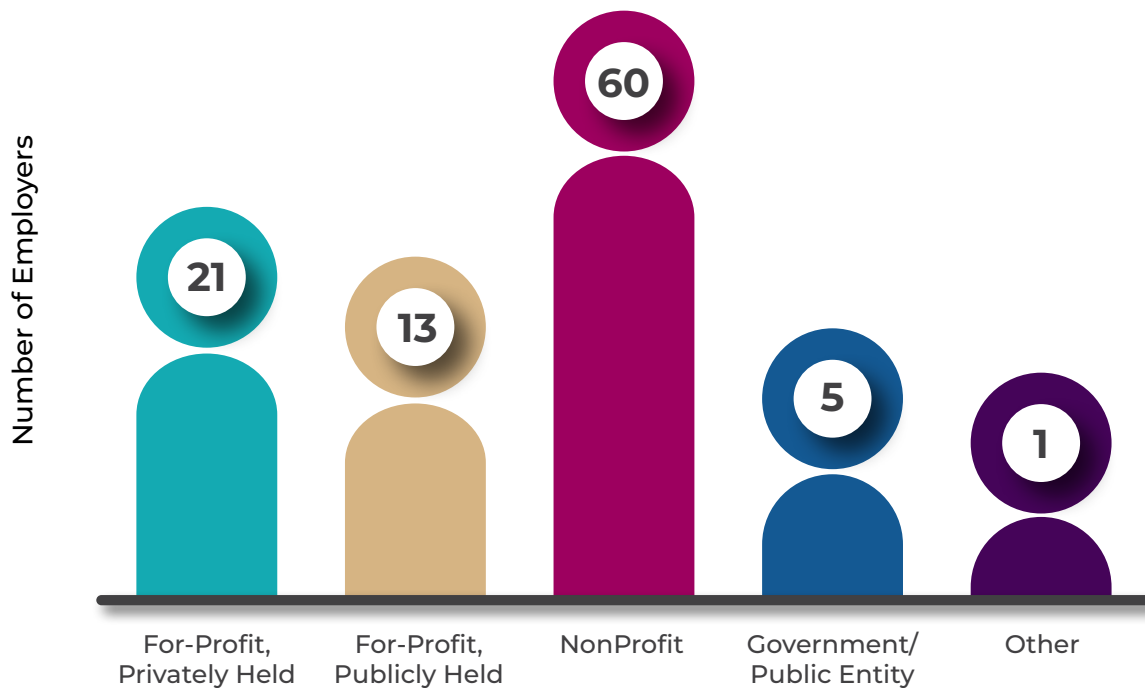




TABLE 2. EMPLOYER SIZE

● = 10 Organizations

Number of Employers

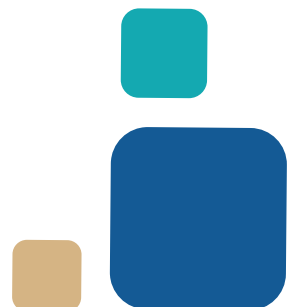
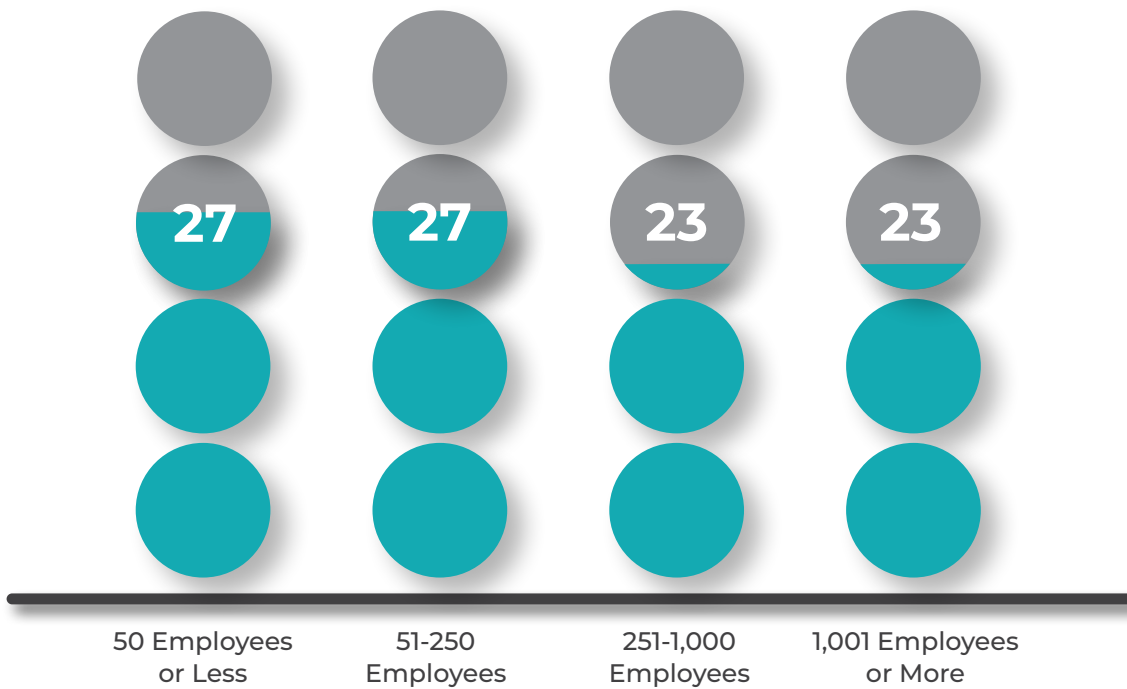
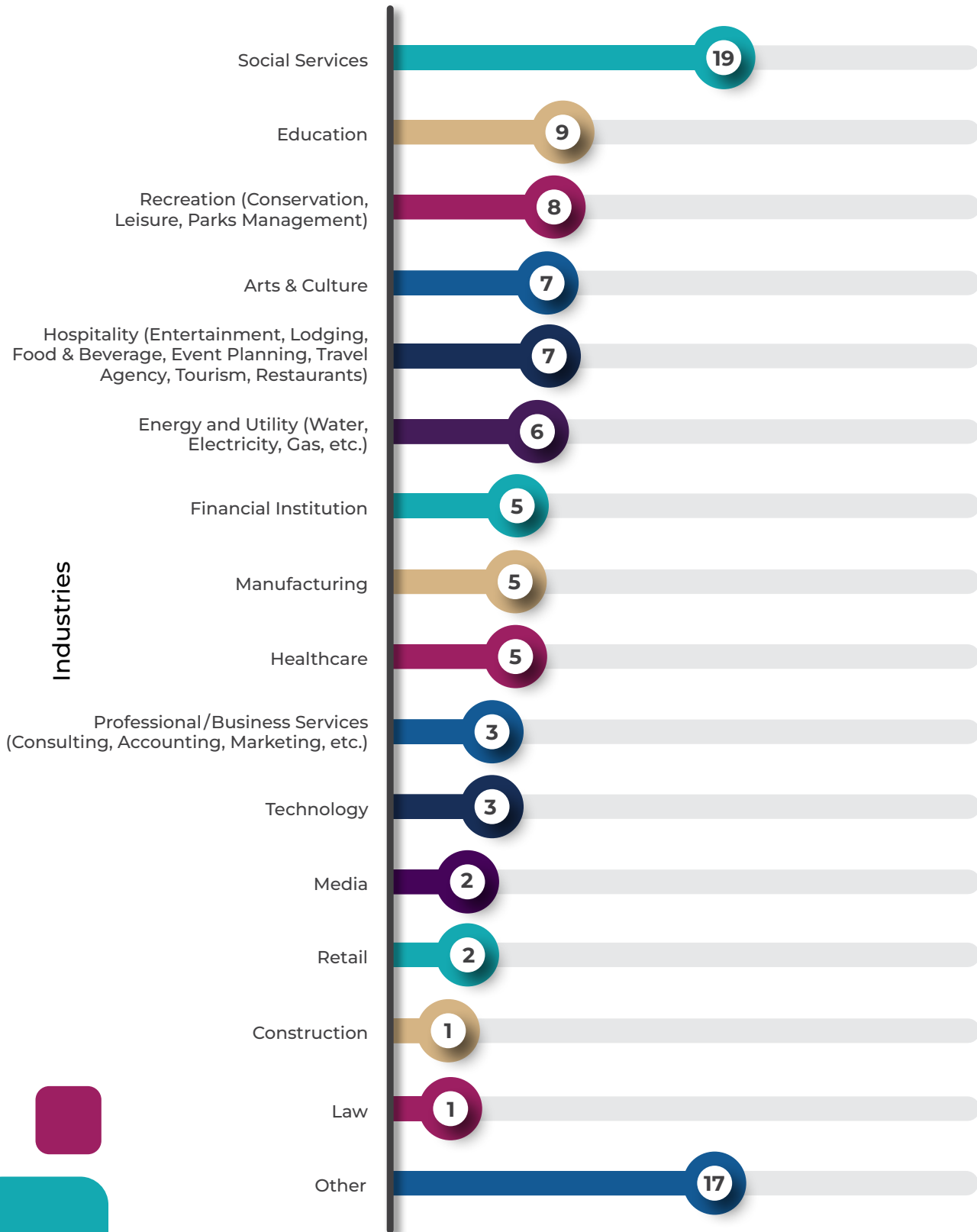


TABLE 3. EMPLOYER INDUSTRY



VIBRANT CHAMPIONS

The designation of Vibrant Champion is awarded to employers scoring at least 95% in all nine Vibrant Index pillars. This distinction does not convey perfection. Instead, it recognizes employers that are catalysts in cultivating diverse, inclusive, and equitable workplaces in the Pittsburgh region.



2024 Vibrant Champions:





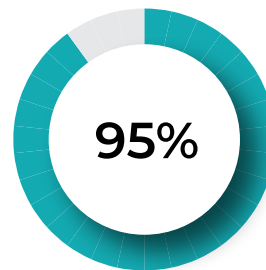
KEY FINDINGS

Positive Sample Indicators

Positive sample indicators represent employers' progress in enhancing their commitment to DEI in the workplace. According to diagnostic responses, these indicators demonstrate strong workplace adoption (80% or higher) among all responding employers.

1 Written Commitment

Does your organization have a written non-discrimination policy?

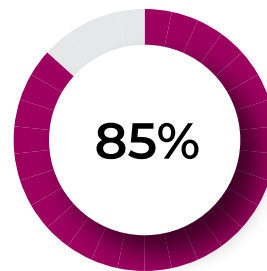


Yes, our organization has a written non-discrimination policy.



7 Talent Recruitment, Engagement, & Retention

Does your organization include a non-discrimination policy on recruitment materials?

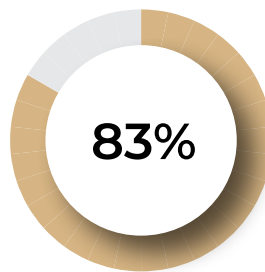


Yes, our organization includes a non-discrimination policy on recruitment materials.

Summary: 95% of the sample have a written non-discrimination policy and 85% include it in their recruitment materials.

2 Benefits & Policies

Does your organization offer formal opportunities to express pronouns?



Yes, pronoun usage in email signature lines.





CASE STUDY

Benefits & Policies

How are you approaching DEI as it relates to Written Commitment & Transparency, specifically as it relates to the Pay Equity Pledge?

Whenever we update policies, we are careful with the language used and ensure that the effect of a policy is inclusive. New hires are told our dress code is “come as you are.” We avoid policies about what’s “professional” to not discourage clothing or hair styles that are part of someone’s identity. Parental Bonding Leave is available to all new parents regardless of birth or adoption. We provide parking passes and transit passes to provide equal access for commuting purposes.

How is your approach to Benefits & Policies being informed and facilitated?

Our approach involves combining industry experience and expertise and feedback from our employees. When someone recently inquired about extra flexibility after returning from Parental Leave, we expanded the policy to include additional Work From Home in the three months after returning to work. We’ve also sent out multiple surveys around Benefits and our Hybrid Policy. Policies are created factoring in the sum of everyone’s opinions, balancing diverse needs with the big picture lens of sustainability.

How do you know your Benefits & Policies initiatives are meeting intended outcomes?

Many of our policies focus on the qualitative nature of being a good place to work. In the last four years, our percentage of female employees has increased from an industry average of 24% to over 33%. During that same time, we also changed our Bonding Leave policy and offered the new benefit to 10 non-birthing parents. We’ve grown headcount by 30 during this time, and people have relocated from across the country to Pittsburgh. We know we’re meeting outcomes because people want to work here.

Lauren Reed, Vice President of Human Resources, Schell Games

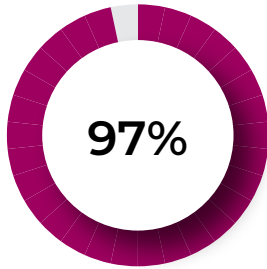
“At Schell Games, we strive to make the world a better place, so we are both thrilled and honored to be recognized as a Vibrant Pittsburgh Champion alongside so many organizations that are doing exceptional inclusivity work in our region.



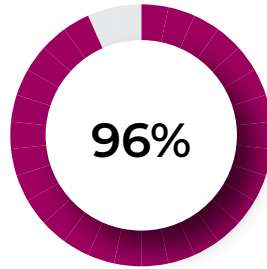
SHELL GAMES

2 Benefits & Policies

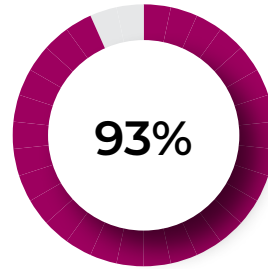
DOES YOUR ORGANIZATION'S DRESS CODE ALLOW FOR ANY OF THE FOLLOWING?



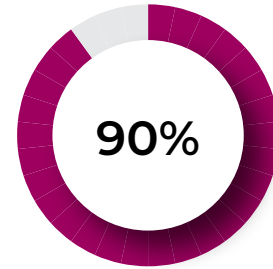
Religious accessories
(e.g. hijab, tichel)



Hairstyles associated
with a particular race
or ethnicity



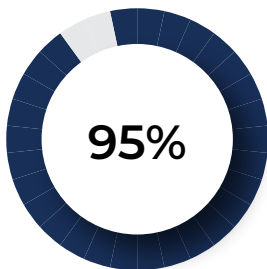
Clothing that reflects
ethnicity, country of origin,
or culture



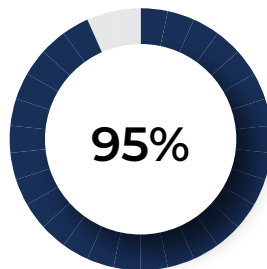
All gender
expressions

2 Benefits & Policies

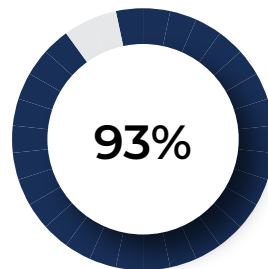
WHICH OF THE FOLLOWING DOES YOUR ORGANIZATION OFFER TO EMPLOYEES?



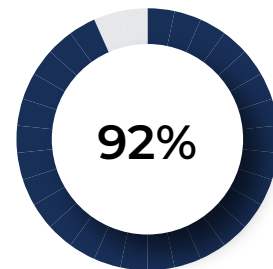
Work from home



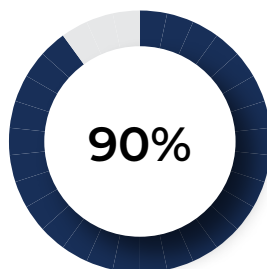
Flexible work
arrangements



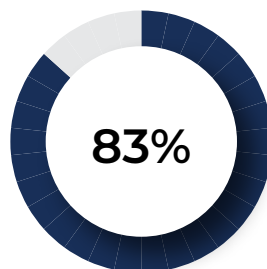
Education benefits



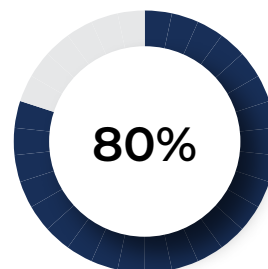
Space & time for
breastfeeding



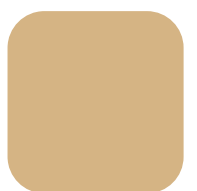
Employee assistance and/
or well-being support
programs



Paid time off for non-
majority religious holidays



Accommodations for
religious activities such
as prayer





CASE STUDY *Innovation*

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

At PNC, the Diversity and Inclusion (D&I) office sits within our Corporate Responsibility Group and serves as a catalyst for inclusion by leveraging resources to remove barriers & unlock opportunities for our employees. D&I drives engagement, advances learning, and informs industry best practices to embed inclusion at every level of our company. D&I at PNC builds relationships across the organization, including with HR and the executive team, to advance our D&I journey aligned with PNC business priorities.

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

In 2023, we completed our multi-year D&I strategic plan to strengthen a culture of inclusion; drive employee engagement to foster belonging & trust; support inclusive leadership skill-building; enhance employee achievement & experience; and support customers & communities to maximize growth. Our Corporate Diversity Council, Employee Business Resource Groups, Line of Business and Regional, and market-based D&I Councils infrastructure further iterate and scale our efforts for continued success.

Continued to page 13



CASE STUDY

Innovation

Continued from page 12

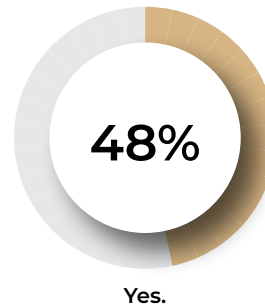
Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

In 2023, we reimagined Growing Forward, our voluntary D&I Mentoring program, reaching a record number of participants, and our Employee Business Resource Groups increased membership and new chapters across the country. We also launched the PNC Inclusion Calendar, which displays cultural moments and observances; this resource increases awareness, fosters a culture of belonging, and serves as a key tool when meeting and event planning with employees, clients, and community partners.



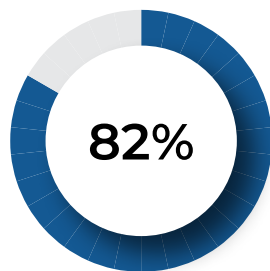
3 Employee Networks

Does your company provide internal resource groups?

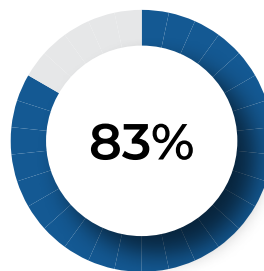


3 Employee Networks

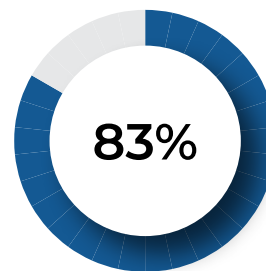
Select all that apply regarding Employee Resource Groups (hereafter “ERGs”) or similar at your organization:



Our organization gives employees paid work time to participate in our EBRGs



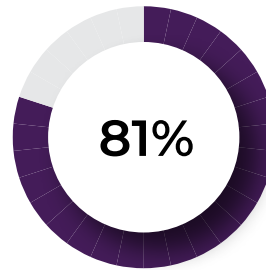
Our EBRGs receive executive sponsorship



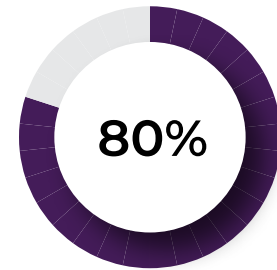
Our upper management team participates in EBRG activities

3 Employee Networks

Select all that apply regarding participation in external professional affinity groups at your organization.



Our organization funds employee participation in external professional affinity groups.



Our upper management team actively encourages employees to participate in external professional affinity groups.

Summary: Companies that provide internal ERGs are structuring them to ensure that their groups receive executive sponsorship and participation while offering paid time for employees to participate.

CASE STUDY

Employee Resource Groups (ERGs)

How are you approaching external Employee Resource Groups in relation to your diversity, equity, and inclusion strategy?

During orientation/onboarding, WC&S advises all new staff of our statewide domestic violence coalition (PCADV) caucuses and how to join them. WC&S staff are also involved in various professional development groups, ranging from women's professional groups, legal professional groups, PCADV affinity groups, HR groups, and leadership groups. Our approach to external ERG is equity – that every WC&S staff member can meaningfully participate in them with the support of our organization.

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Women's Center & Shelter
of Greater Pittsburgh





CASE STUDY

Employee Resource Groups (ERGs)

Continued from page 15

How are you supporting staff participation in external Employee Resource Groups?

WC&S supports staff participation in external ERGs by allowing involvement to count as work time (i.e., PTO not needed), covering membership fees, as well as providing travel reimbursement, lodging, and meals (when not covered). Regardless of how individual staff positions are funded, ERG activities are supported by WC&S.

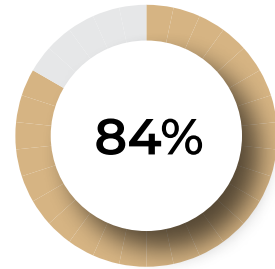
How has staff participation in external Employee Resource Groups impacted the organization?

Staff participating in ERGs are encouraged to report back to the team/ organization with any relevant updates or information, bringing a diversity of perspectives to the agency. Additionally, participation has increased leadership development and opportunities for staff, enhanced advocacy skills, and has further increased the breadth and depth of best practices related to supporting intimate partner violence survivors (e.g., inclusive agency name change, use of pronouns, neutral forms, etc.).



4 Leadership

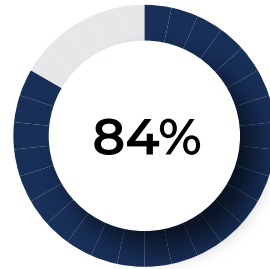
Does your organization have a diversity and inclusion council, task force, steering committee, or similar internal advising body dedicated to your organization's diversity and inclusion strategy?



Yes.

4 Leadership

Does your organization have an employee(s) who reports directly to the CEO or highest-ranking employee on DEI initiatives?



Yes.



CASE STUDY

Innovation

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Fostering inclusivity is a priority at Essential Utilities. In 2024, we overhauled our onboarding process. We now provide hiring managers with comprehensive onboarding guidelines & provide new hires with information about employee resource groups. We have a robust new employee orientation program, an engaging onboarding schedule, and a 90-day follow-up survey. By creating these strong 1:1 connections from day one, we ensure each employee feels welcomed, supported, and included in our workplace.

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

We are continuing to keep diversity, equity, and inclusion at the forefront of what we do. Our goal is for our employee population to be representative of the communities in which we serve. From recruiting and retention efforts to executive support in the creation of new employee lead resource groups, we encourage employees to provide ideas and feedback on what is important to them to continue to foster an inclusive environment.

Continued to page 19



An  Essential Utilities Company



CASE STUDY Innovation

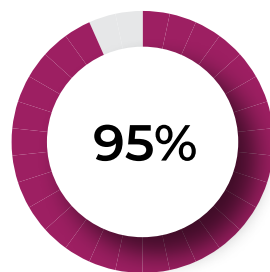
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Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

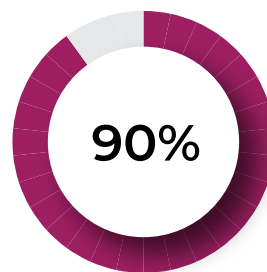
Our revamped onboarding program and focus on the growth of our employee resource groups are two accomplishments of which we are proud. Both efforts help us to continue to focus on employee retention as well as a culture of engagement and inclusion.

5 Training & Education

Please select all the applicable ways your organization incorporates DEI in your New Hire Orientation.



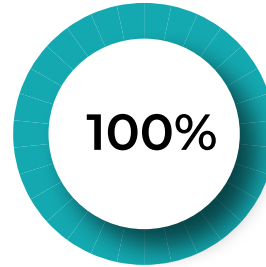
New employees receive an employee handbook or other similar document that has Equal Employment Opportunity and/or antidiscrimination policies in it.



An outline of workplace harassment and antidiscrimination policies and the reporting process for filing a complaint is given to new employees.

5 Training & Education

Who receives training on DEI topics offered in your organization and at which frequency?



Training at least once a year by all employees

CASE STUDY Training

How are you approaching training & education in relation to your diversity, equity, and inclusion strategy?

Our President leads Aires in upholding our DEI Pledge, and our DEI Council, DEI Committee, and ERGs ensure alignment with our Diversity & Inclusion Mission. We prioritize inclusive relationships with clients, partners, and staff as a core performance metric. Annual assessments drive improvement and our Cultural Pillars guide training, emphasizing inclusivity & new hires undergo our comprehensive XFactor training on our DE&I commitment. We also provide ongoing training through Vibrant Pittsburgh on DE&I topics.

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CASE STUDY

Training

Continued from page 20

How do you know your training & education initiatives are meeting intended outcomes?

Self-reflection and employee feedback drive our culture. “Accountability” is central, with metrics to gauge effectiveness in DEI training. Our comprehensive 3-day onboarding process covers cultural pillars, ERGs, and more, followed by post-surveys. Continuous training includes unconscious bias and gender-inclusive language and feedback loops help to refine programs, supported by a Corporate Training Team offering ongoing education and pulse surveys for client and partner satisfaction.

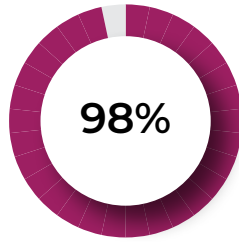
How have coordinated training and education initiatives made an impact at your organization?

For the last few years, Aires has been named a Pittsburgh Post-Gazette “Top Workplaces” and “Top Workplaces USA.” Aires has also earned top Cultural Excellence Awards in Innovation, Employee Well-Being, Work-Life Flexibility, and Leadership. Employee feedback drives our commitment to inclusivity and growth, reflected in our 15% yearly promotion rate and 4.5-year average tenure. Our focus on DEI training paths further demonstrates our dedication to fostering a diverse and empowered workforce.

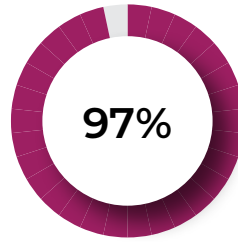


6 Data & Accountability

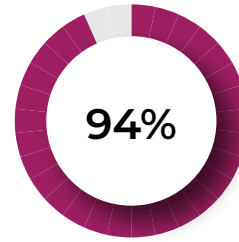
WHICH OF THE FOLLOWING DEMOGRAPHIC DATA IS GATHERED AT YOUR ORGANIZATION?



Employee Gender



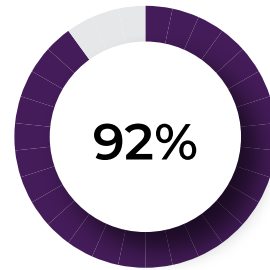
Employee Age



Employee Race/Ethnicity

6 Data & Accountability

This data is _____.



Used internally to guide decision-making

CASE STUDY

Data & Accountability

How are you approaching data and accountability in relation to your diversity, equity, and inclusion strategy?

Respect for All is a core value we live by and includes respecting one's decision about if & how he/she/they want to self-identify. For those who choose to share their information, we offer the opportunity to self-identify various aspects of their self, including their pronouns, at the time of hire & any time after. Information shared helps to inform evaluation related to disparities & opportunities relating to pay equity, internal promotions, developmental programs, recruitment, and retention.

Continued to page 23

CASE STUDY

Data & Accountability

Continued from page 22

How are these efforts informing your strategy?

We use demographic data to inform our decision-making and to achieve organizational goals by ensuring we have the proper support mechanisms in place to best serve Team Members. The data helps us determine gaps in resources for Team Members, including Employee Resource Groups, internal & external leadership development programs for underrepresented groups, and how we can best leverage the unique perspective of our Team Members to show up for our Guests through diverse suppliers & products in our stores.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

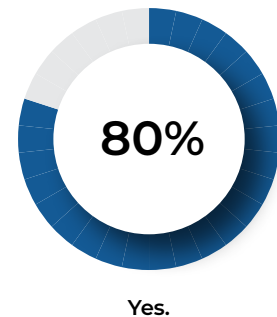
We are proud of the progress we've made toward building a diverse and inclusive workplace, while continuing to strive for improvement. In 2023, we introduced a fifth regional DE&I Council with a focus on supporting DE&I initiatives within our pharmacy business, increased Team Member participation in our annual Inclusion Survey by more than 20% over the previous year, and introduced a "Talent Day" pilot to educate retail Team Members about career development opportunities.





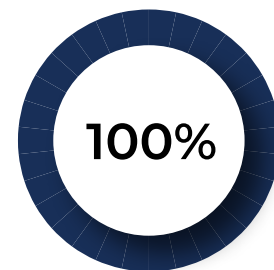
7 Talent Recruitment, Engagement, & Retention

Does your organization have a targeted recruitment strategy to increase hires from underrepresented groups?

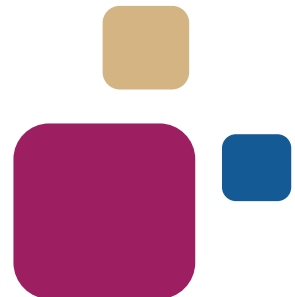


7 Talent Recruitment, Engagement, & Retention

Is the progress related to the DEI talent goals reported to the CEO and/or CHRO or organizational equivalent?

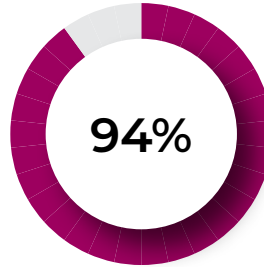


Organizations that selected "yes" to having a strategy, 100% report to CEO or CHRO

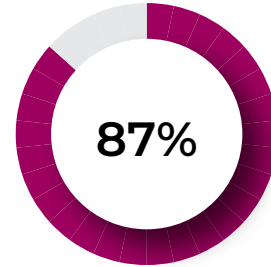


7 Talent Recruitment, Engagement, & Retention

Which of the following practices has your organization implemented as part of the hiring process?



Standardized Interview Questions



Hiring Panels

Summary: 80% of companies have a targeted recruitment strategy to increase hires from underrepresented groups. 100% of companies with a strategy report their progress to their CEO or CHRO. Bias mitigation efforts are being deployed by companies with the use of standardized interview questions (94%) and hiring panels (87%).

CASE STUDY Innovation

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Consistent with YWCA GP's mission, we internally model practices that we advocate for in the region. Examples: we improved our compensation practices, shifted to all paid internships, and increased professional development opportunities. We also foster cross-departmental collaboration that increases diversity in the decision-making process, including staff-generated pitch proposals for organizational improvements. Where possible, we provide flexible schedules and a hybrid work model.

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eliminating racism
empowering women

ywca

Greater Pittsburgh



CASE STUDY

Innovation

Continued from page 25

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

YWCA GP is a founding partner of Level Up: Greater Pittsburgh Pay Equity campaign that advocates for pay equity at the intersection of gender and race. By centering women of color, we strive to usher in systemic changes that improve economic opportunities for all women. We continue to educate the community and employers about existing gaps and the pathways toward closing them. We are also a founding partner of Unite to Heal PA that promotes racial healing across communities.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

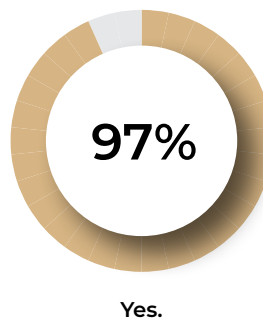
We continue to strengthen community partnerships through our Mission in Action initiative which supports regional nonprofits to advance racial justice and equity; our Alzheimer's Disease advocacy, where we are increasing awareness about racial disparities in diagnosis and treatment; and our

collaboration with the Pittsburgh Metro Area Hispanic Chamber of Commerce that led to a Latina Women's Equal Pay Day Awareness event and an ESTRELLA grant opportunity for small Latino-owned businesses.



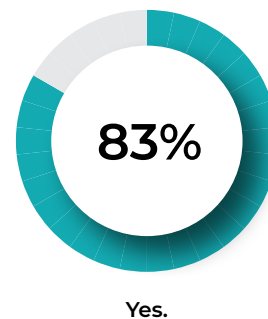
9 Community Engagement

Does your organization invest in community projects, organizations, or initiatives that support underrepresented communities?



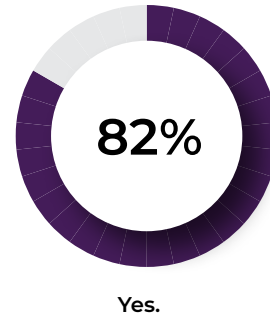
9 Community Engagement

Does your organization participate in or sponsor public events supporting underrepresented populations and communities, such as parades or cultural festivals?



9 Community Engagement

Does your organization offer and/or sponsor any education programs targeting the development of underrepresented groups within the broader community?



Summary: Companies are investing in underrepresented communities via community projects (97%), sponsorship of public events (83%), and education programs (82%).

CASE STUDY Innovation

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

We serve a population of students that are highly diverse and underserved. It has always been an internal priority to offer our job opportunities to our alumni. Hiring Promise Alumni serves to strengthen our organization with excellent, prepared, educated, and culturally competent staff. We utilize technology like automated texting to be sure that we have a direct line of communication to our scholars and alumni so that we can elicit feedback and provide hiring opportunities to them.

Continued to page 29

the pittsburgh promise.





CASE STUDY **Innovation**

Continued from page 28

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

Our Promise Coaching program has evolved from a pilot effort to a permanent cornerstone of our mission. As such, our staff has grown in number and diversity over the last four years. We have always valued a collaborative culture of both top-down and bottom-up idea sharing and leadership. Our work with Vibrant Pittsburgh has only reinforced our belief that this type of collaboration strengthens our organization for the community we serve.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

We are overjoyed that our coaching work has evolved to a permanent effort that focuses on post-secondary exploration for our most under-resourced students. We are proud of our Advancing Educators of Color program which provides full scholarships to eligible PPS students who pursue education & jobs within PPS after graduation as Black teachers profoundly shape students' futures and academic success. We are also extraordinarily grateful that over 4,200 Promise Scholars have graduated and Promise Alumni have added value to the region's workforce at over 700 companies.

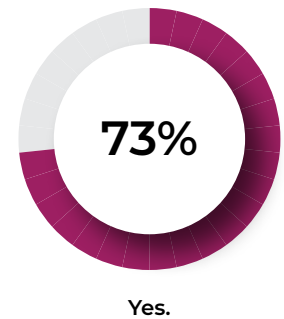


Moderate Sample Indicators

Moderate sample indicators provide forward-thinking insights regarding employers' progress toward improved DEI. According to diagnostic responses, these indicators demonstrate moderate survey input (65% - 79%) among all responding employers.

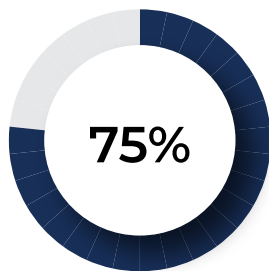
1 Written Commitment

Has the CEO, owner, or highest-ranking employee of your organization signed a public pledge to support diversity, equity, & inclusion?

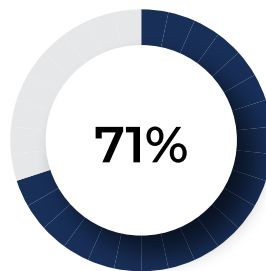


2 Benefits & Policies

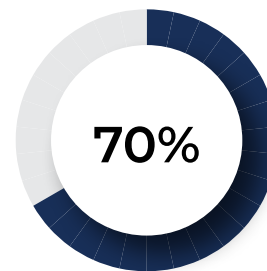
WHICH OF THE FOLLOWING DOES YOUR ORGANIZATION OFFER TO EMPLOYEES?



Bankable PTO



Paid parental leave for gestational parents



Paid parental leave for non-gestational parents



CASE STUDY **Innovation**

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

We are committed to creating an inclusive workplace where every employee can thrive, grounded in our “Culture of Caring” and supported by our 360 Safety Initiative, including psychological safety messaging. A key driver of our corporate strategy is creating a workplace of talented people and empowering them to be their best, most authentic selves. We know DE&I makes us stronger, reinforces our culture, and enhances our ability to provide better solutions for each other and stakeholders.

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

We continue progressing toward our long-term DE&I commitments, which lead our efforts to address underrepresentation in our industry: increase representation of women and POC in leadership; support 100% pay, promotion, and performance rating equity; and enhance inclusive skillsets of our workforce. Through our ERGs, we are strengthening our Culture of Caring providing support, education & outreach to people with similar identities, interests & perspectives.

Continued to page 32



United States Steel



CASE STUDY

Innovation

Continued from page 31

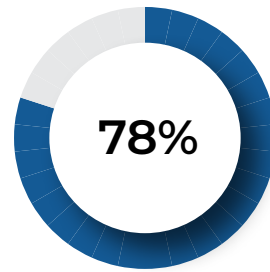
Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

Our CEO joined over 150 global CEOs who signed Disability: IN's CEO Letter on Disability Inclusion. We conducted our first enterprise-wide survey to measure inclusion and developed action plans to continue what we do well while addressing improvement opportunities. We also graduated the first cohort of our "Advancing Women in Steel" development program, and under our ERG leadership, we continued promoting an inclusive environment to enhance employee engagement and grew our ERGs by 6%.



3 Employee Networks

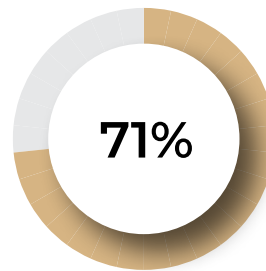
(Those who provide internal ERGs)
Select all that apply regarding
Employee Resource Groups,
or similar at your organization:



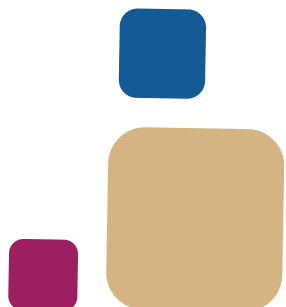
Our organization
provides funding to our
EBRGs

5 Training & Education

Please select all
the applicable
ways your
organization
includes DEI in
your New Hire
Orientation.



All new employees are
required to take training that
is focused on OR includes a
DEI component.





CASE STUDY **Talent**

How are you approaching Talent Engagement and Recruitment in relation to your diversity, equity, and inclusion strategy?

Inclusion is at the core of our culture; we believe diverse thinking leads to better outcomes for our employees and our company. Our DEI&B strategy is integrated in our talent engagement and acquisition programs & practices, and our multi-pronged, global approach to talent attraction focuses on increasing applicant volume of underrepresented groups through strategic outreach plans & partnerships. We also ensure employees are engaged in our culture and have equal opportunities to connect, grow their careers, and thrive at Ansys.

How is your approach to Talent Engagement and Recruitment being facilitated?

We measure the impact of our recruitment initiatives through brand exposure and leads and regularly monitor the pipeline to ensure candidates proportionately move through the process. We also monitor metrics related to engagement & retention of underrepresented populations. Our global listening strategy allows us to understand the sentiment of our employees, surface themes, and drives strategic action. We also monitor ERG enrollment, sentiment, and impact through quarterly reviews and feedback surveys.

Continued to page 35



Ansys





CASE STUDY

Talent

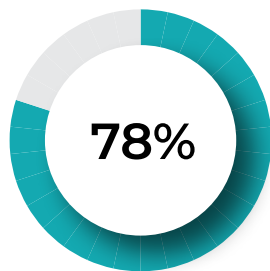
Continued from page 34

How has participation in the Vibrant Index impacted your diversity, equity, and inclusion strategy?

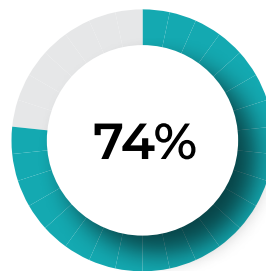
Participating in the Vibrant Index helps us understand best practices and emerging trends within the DE&I space. Our personal results and the best practices shared by other participating organizations allow us to evolve our strategy and ensure we are striving toward continuous improvement.

6 Data & Accountability

Which of the following demographic data is gathered at your organization?



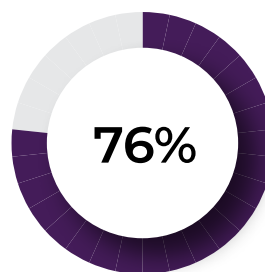
Employee veteran status



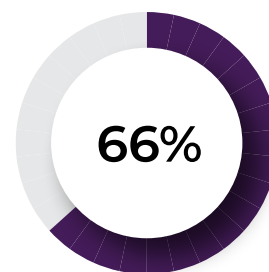
Employee disability status

6 Data & Accountability

Does your organization analyze demographic data in any of the following ways?



Demographic information and role/level within the organization.

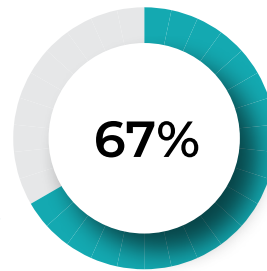


Demographic information and compensation.



6 Data & Accountability

Does your organization have metrics in place to measure the effectiveness of your DEI initiatives?

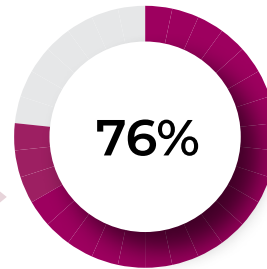


Yes, our organization has metrics in place to measure the effectiveness of our DEI initiatives.

Summary: Employee veteran (78%) and disability (74%) status are being gathered at a moderate rate. Demographic information such as this is being analyzed in relation to employee role (76%) and compensation (66%).

7 Talent Recruitment, Engagement, & Retention

Did your organization administer an employee engagement survey in the last year?



Yes, our organization administered an employee engagement survey in the last year.

CASE STUDY

Data & Accountability

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Our competitive edge continues to be our teammates and the diverse perspectives and lived experiences they bring to our workplace that drive innovation every day. The diversity of thought in our talent and our inclusive work environment ensures all teammates feel seen, valued, and heard as we strive for relentless improvement in all areas of our business.

Continued to page 39

Vanessa Appiah, Head of Diversity, Equity, & Inclusion, DICK'S Sporting Goods

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DICK'S Sporting Goods is honored to be recognized as a Vibrant Pittsburgh Champion. Our commitment to an inclusive culture stands firm, and we're excited to continue making an impact in this space both within our organization and the communities that we serve.





CASE STUDY

Data & Accountability

Continued from page 38

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

Our DE&I strategy continues with a greater emphasis on building belonging and empowering all our teammates to be engaged change agents. We continue to focus on increasing equitable opportunities for career growth and development across our business, fostering an inclusive environment where all teammates feel like they belong, and evolving our ways of working and infrastructure to support diversity of thought and talent that will propel our business forward.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

For the opening of our Johnson City House of Sport location, instead of purchasing a wheelchair for an adaptive mannequin display, we partnered with Challenged Athletes Foundation (CAF) to identify a young Athlete in need of a new, larger wheelchair. As part of the initiative, Clare, a customer, received a new wheelchair from CAF funded by our DICK'S Sporting Goods Sports Matter Foundation. In exchange, our store received the used wheelchair for display with a highlight of Clare and her story.

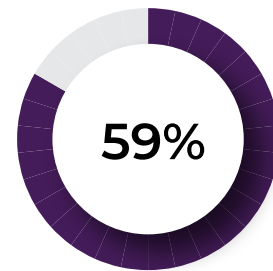


Sample Areas for Improvement

Areas for improvement in the sample highlight aspects requiring attention for employers to enhance their commitment to DEI in the workplace. According to diagnostic responses, the following indicators demonstrate low survey output (less than 64%) among all responding employers. Improvement areas indicate the most significant collective gaps in implementing DEI best practices.

2 Benefits & Policies

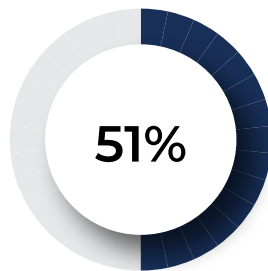
Which of the following does your organization offer to employees?



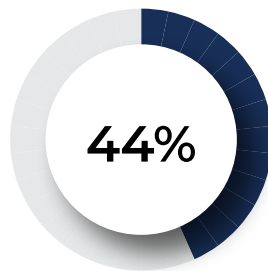
Domestic partner benefits

3 Benefits & Policies

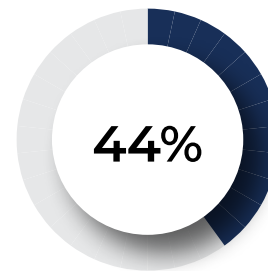
(THOSE WHO PROVIDE INTERNAL ERGS) SELECT ALL THAT APPLY. REGARDING EMPLOYEE RESOURCE GROUPS, EMPLOYEE BUSINESS RESOURCE GROUPS OR SIMILAR AT YOUR ORGANIZATION:



Our EBRGs are consulted as part of our hiring strategy.



Our EBRGs are consulted on issues regarding product/service design and marketing.



EBRG leadership participation is included in employee annual performance review considerations.



CASE STUDY **Innovation**

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

It is a privilege to support the largest diverse student population in the region. Our mission is predicated on creating a welcoming, innovative, and caring environment that respects the individual differences of our students, faculty & staff. In 2020, we adopted Five Commitments to lead our institutional practices and serve as our collective compass to: focus on caring, serve the community, build a culture of equity, identify & dismantle structures that breed disparities, and fund what matters most.

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

We have committed to integrating DE&I into the fabric of the institution. Diversity, equity and inclusion is a part of our institutional identity, and not merely what we do. We continue to scale and prioritize these efforts through disaggregating our data to make equity-focused decisions, embedding DE&I metrics in our strategic planning, and offering professional development and training opportunities for our entire college community to increase efforts to support inclusion and belonging for all.

Continued to page 42



CASE STUDY

Innovation

Continued from page 41

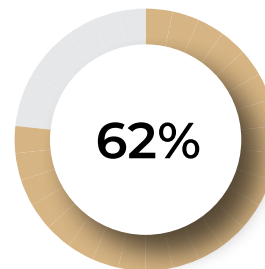
Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

CCAC is honored to be named as a multi-year Vibrant Champion! We are deeply committed to ensuring that all students and employees feel welcomed, included, and valued as a member of our College Community. This past year, we revised our Office of Diversity, Equity and Inclusion Strategic Plan to incorporate measurable goals and strategies, expanded our Employee Resource Group offerings, and continue to review institutional practices, policies and procedures to ensure an equitable experience for all.



5 Training & Education

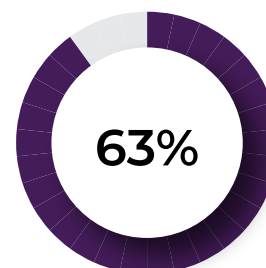
Please select all the applicable ways your organization includes DEI in your New Hire Orientation.



The job accommodation request process is discussed and/or shared with new employees.

6 Data & Accountability

Which of the following demographic data is gathered at your organization?

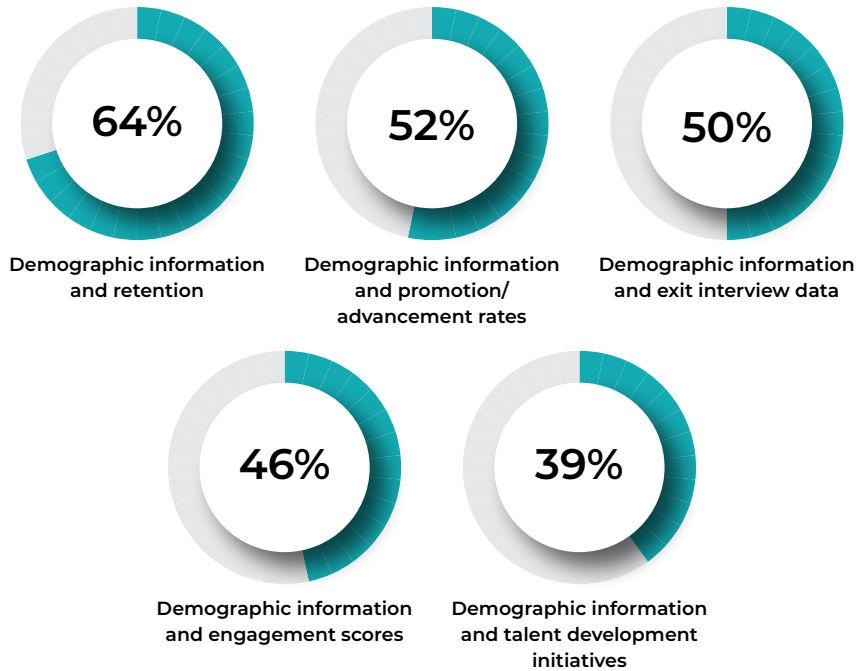


Demographic information of job applicants



6 Data & Accountability

DOES YOUR ORGANIZATION ANALYZE DEMOGRAPHIC DATA IN ANY OF THE FOLLOWING WAYS?



Summary: Analysis of demographic information is lagging.

CASE STUDY Innovation

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Hugh Lane Wellness stands out in its commitment to cultivating a diverse and vibrant staff and leadership, as well as engaging in ongoing professional development in Diversity, Equity, and Inclusion. Hugh Lane fosters a dynamic and inclusive work environment that evolves with the needs of its diverse workforce, setting it apart as a leader in fostering inclusivity.

Continued to page 45



CASE STUDY Innovation

Continued from page 44

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

As part of our commitment to advancing and sustaining our Diversity, Equity, and Inclusion strategy, Hugh Lane collects and analyzes demographic data to guide informed internal decision-making. In addition, Hugh Lane has increased the number of opportunities for staff to engage in ongoing training on addressing DEI in the workplace, including with the guidance of outside facilitators.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

As a Vibrant Index Champion, Hugh Lane is proud to have grown over the previous year and to have expanded the diversity of our staff and leadership team. Hugh Lane's ongoing recruitment and supervision practices ensure outreach in diverse settings and are aimed at mitigating bias. Hugh Lane is committed to ensuring its policies are aligned with its DEI commitments.

“

Sarah Rosso, Executive Director, Hugh Lane Wellness Foundation

It means a lot to us at Hugh Lane to be a Vibrant Pittsburgh Champion. We are proud to be part of a network focused on ensuring Pittsburgh's workplaces are equitable, inclusive, and diverse.





7 Talent Recruitment, Engagement, & Retention



7 Talent Recruitment, Engagement, & Retention





CASE STUDY

Innovation

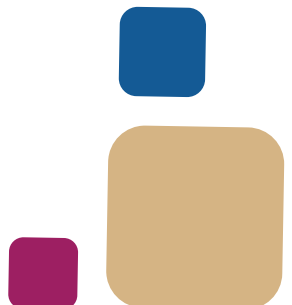
What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Belonging and Inclusion are integral to BNY Mellon's business strategy, who we are as a company, what our global team members experience, and how we serve all stakeholders. We are strengthening our culture to promote a sense of belonging & support wellbeing – in the office or virtual – that enables us to do our best work, build great careers, and lead fulfilling lives. We strive to create an environment of diverse backgrounds, experience, and expertise to produce better ideas and business outcomes.

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

Our Belonging & Inclusion strategy is embedded in our operating model, talent experience, and client value proposition. We continue to build a respectful & welcoming culture where our differing perspectives, backgrounds, and experiences enable us to thrive. We've expanded our community partnerships to support employee volunteering opportunities, and we continue to evolve our business and client strategies with equitable supplier partners & products that align investment objectives with philanthropic impact.

Continued to page 48



CASE STUDY

Innovation

Continued from page 47

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

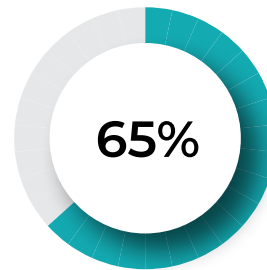
We increased representation of women among senior leaders globally (now 40%) and increased ethnic/racial representation in our U.S. workforce among early career talent and mid-level, senior, and executive leaders. We also announced the first notes issuance for a global systemically important bank, led entirely by minority, veteran, and woman-owned firms as bookrunners, and we collaborated with MoCaFi to help bring digital payments innovation to underserved communities across the U.S.





8 Supplier Diversity

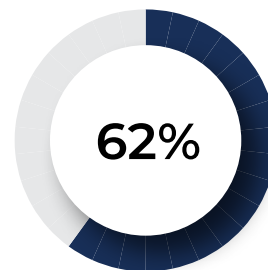
Does your organization collect and analyze data around the diversity of your current suppliers?



Yes.

8 Supplier Diversity

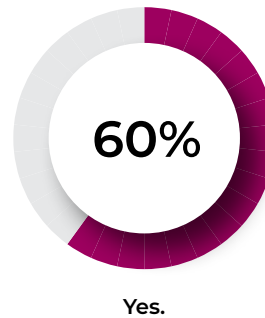
Does your organization track your spending with or to diverse suppliers?



Yes.

8 Supplier Diversity

Does your organization have a supplier diversity plan with goals specific to supporting diverse suppliers?



Summary: Supplier diversity program tenants are slowly being adopted and integrated into organizations, including data collection of suppliers (65%), tracking diverse spend (62%), and establishing goals (60%).

CASE STUDY

Innovation

What do you believe is distinct about the approach of your company that allows you to continue to lead in fostering an inclusive work environment?

Diversity is how we achieve our mission and grow our business. This philosophy is inherent within UPMC's Diversity, Equity, and Inclusion Agenda, the organizational framework designed to further embed DEI into

core business as a central strategy for competitive advantage. Within each of our Diversity, Equity, and Inclusion blueprints, there are multiple strategies that drive UPMC forward, allowing focus on patients, HealthPlan members, community, and employees.

UPMC
LIFE CHANGING MEDICINE



Continued to page 51



CASE STUDY

Innovation

Continued from page 50

As a returning Vibrant Index champion, how are you further iterating, scaling, or sustaining your diversity, equity, and inclusion strategy?

UPMC employees are constantly assessing the direct link between culture, workforce productivity, community engagement, and health-care outcomes to inform care-delivery practices. Research supports the direct link between healthcare outcomes and workforce engagement. We put in place measurable outcomes for diversity, equity, and inclusion through continuous evaluation of the most valuable experiences of our patients, HealthPlan members, community, and employees.

Are there any distinct accomplishments in the previous calendar year that you would like to highlight that speak to your achievement as a Vibrant Index 5.0 Champion?

Last year, UPMC instituted required DE&I courses for employees: Diversity, Equity, & Inclusion in the Workplace and Brave Spaces: Working through Differences Together. We also recognized Juneteenth on a national level through a multi-tiered communications & events plan, educated staff through learning featuring Opal Lee, a nationally recognized Juneteenth activist, and led a trip to the National African American Museum in Washington, DC. In 2023 UPMC was a distinguished Catalyst Award recipient for our executive workforce diversification success.

CALL TO ACTION 2024

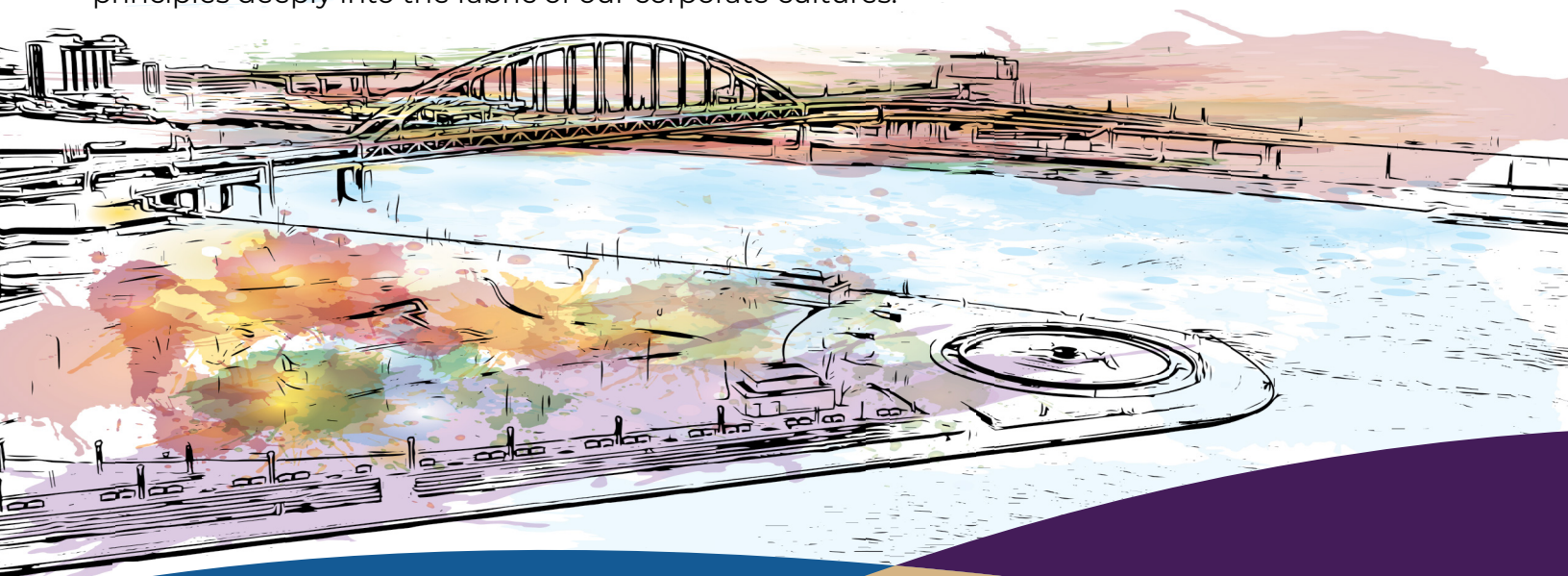
The Vibrant Index sits at the crossroads of building an inclusive region and shaping the future through data-driven insights and concrete actions for progress. This year 100 regional organizations across industries, sizes, and types participated in Pittsburgh's sole diagnostic tool focused on hyper-local diversity, equity, and inclusion (DEI) metrics. In five years, the exponential growth in participation and positive DEI indicators revealed by the data is astounding and welcomed.

When we launched the Vibrant Index five years ago, we aimed to use the data to inform an aspirational yet realistic path toward a workforce landscape where all feel welcomed, valued, and respected. This index has provided us with local data to guide our efforts, making our approach as unique to Pittsburgh as our rivers and bridges; my calls to action are intentionally honed to the Southwestern Pennsylvania Region.

“Good intentions don’t change the world—actions do.” This insight, recently shared by Harvard Business Review contributor and best-selling author of *DEI Deconstructed and Reconstructing DEI*, Lily Zheng, points out a critical flaw in many DEI initiatives: they often fail to resonate because they are seen as mere buzzwords rather than actionable commitments, leading to widespread misinterpretation and skepticism.

Navigating the rapid shifts in societal expectations may not surprise us, but it should not deter us. We must not waver from our commitments, whether recent or long-standing. The need to create diverse and inclusive workplaces remains a paramount challenge. We’ve all seen the headlines and participated in conversations ranging from superficial to deeply analytical. These discussions reflect the unprecedented pressure on businesses today to balance impactful DEI transformations with their broader corporate cultures without faltering.

I am not just going to share good intentions. Instead, I will outline a clear, actionable blueprint the Pittsburgh region can follow to transform these good intentions into actual, impactful actions. Our goal? To not only talk about diversity, equity, and inclusion but to embed these principles deeply into the fabric of our corporate cultures.

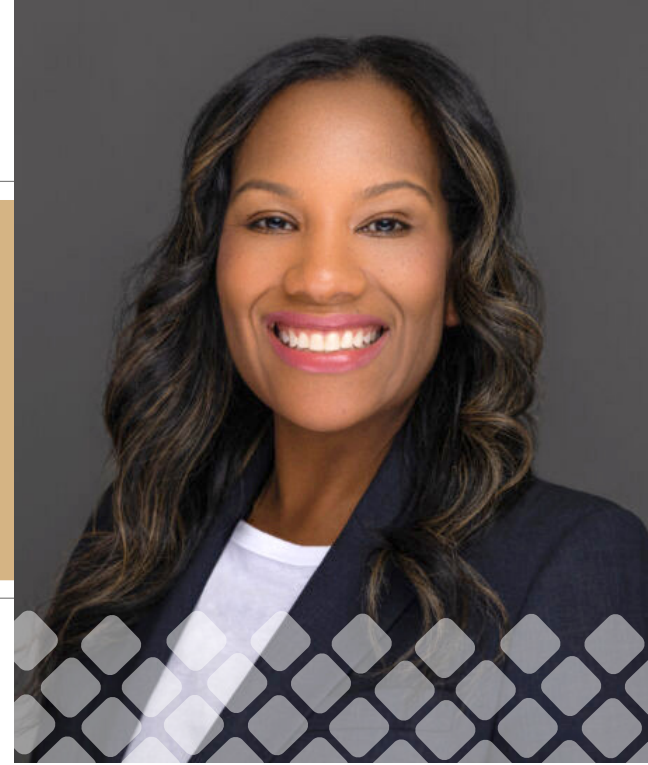


Sabrina Saunders Mosby

President & Chief Executive Officer
Vibrant Pittsburgh

“

Let us embrace the opportunity to lead by example, transform intentions into tangible outcomes, and build a future where everyone feels valued, respected, and empowered.



Executive Commitment Moves the Needle

The data from the Vibrant Index clearly shows that executive leadership is crucial in cultivating effective DEI cultures. One more astonishing data point: participants with executive leadership that signed a DEI pledge scored 15 points higher overall Vibrant Index scores than those without executive signatories. That's the difference between a B and an A+. Reflect on that. A single act has a consequential impact on the embedment of DEI in our workplaces. A 12% difference would make the action a foregone conclusion in any other business space.

The impact of executive commitment extends well beyond just signing a pledge. Our findings indicate a significant return on investment for companies that commit to DEI at the highest levels, including how DEI relates to your strategic plan, reporting to leadership, and data utilization. So, here's how you can lead:

Your opportunity to follow through with this commitment lies in the following:

- Signing a DEI pledge that is renewed with each new CEO and understanding that executive endorsement sets the tone for the entire organization's inclusive culture and performance.
- Make your roadmap to a diverse and inclusive workforce quantifiable and a core part of your strategic planning. *A note to regional employers already doing this: use your annual report as a mechanism for public dissemination of your work toward being a diverse and inclusive workplace.*
- Establish a DEI-focused team empowered to report directly to leadership and uphold organizational accountability.
- Utilize ERGs to gather and analyze data to continuously refine your understanding of workplace culture dynamics.



The Reflection of the Talent Pool

While executive leadership positively impacts DEI in organizations, I must make space to address how the Pittsburgh region attracts, engages, and retains talent and how it negatively impacts DEI. Pittsburgh's significant demographic challenges are not new, but their impact on the region's talent pool is stalled in an untenable loop.

Some may point to a perceived lack of qualified talent in the region. This rationale is flawed in two significant ways. First, the veil of qualification is highly translucent. We have some of the most esteemed higher education institutions in the country, and Pittsburgh also has a fortified and growing career and technical education infrastructure. Secondly, well-qualified talent is immigrating and resettling to the region in historically high numbers. Qualified talent is developed here, it is coming here, it is here.

The core issue is not a lack of something but rather a missed opportunity to meaningfully attract, engage, and retain talent. The data points to the need for reflection and augmentation in our approach to our talent resources, regionally and beyond, to realize our potential.

- Employers should use data as a means of reflection through:
 - Conducting annual engagement surveys and using the findings to better understand and evolve workplace cultures.
 - Collect and analyze demographic data related to retention, promotion, and advancement rates, engagement scores, and exit interviews to define the specific gaps in workplace structures and their applications.
- There is a clear opportunity to augment our approach to talent resources. Pittsburgh can expand its labor pool by welcoming well-qualified talent through sponsorship of foreign nationals. A subset of the global population already seeks to make Pittsburgh home. Focusing efforts in this one area will bring an influx of needed talent across industries AND live up to our neighborly standards.



Crossroads of Intention and Action

Let us remember that words alone cannot drive the advancement we seek. True progress is achieved through actions rooted in genuine commitment and guided by data-driven strategies. Let us embrace the opportunity to lead by example, transform intentions into tangible outcomes, and build a future where everyone feels valued, respected, and empowered.

The blueprint laid out today is derived from Index data and designed for purposeful action from our region's employers. And Vibrant Pittsburgh stands ready to guide and support employers across our region in completing this work. Each one of these steps directly aligns with the expertise, training, and continuing education Vibrant offers members. I am not just laying out a blueprint. I'm also bringing the engineers and builders to support constructing your path forward.

We can shape a workplace landscape where diversity thrives, equity prevails, and inclusion becomes second nature. With unwavering dedication and collective effort, we can pave the way for a more vibrant, inclusive, and prosperous Pittsburgh—one where the richness of our diversity becomes our greatest strength and our actions today lay the foundation for a brighter tomorrow.

“Good intentions don't change the world—actions do.”

Inclusively,

Sabrina Saunders Mosby
CEO, Vibrant Pittsburgh

READY TO ELEVATE YOUR DEI INITIATIVES? SCAN THE QR CODE TO LEARN MORE!

Vibrant Pittsburgh offers wide-ranging, employer tailored frameworks and support to elevate DEI achievements for the success of the region. Connect with our subject matter experts for a free consultation on how to grow diversity, deepen engagement, and embrace inclusion.



The Vibrant Index benchmarks across nine pillar areas:

1 Written Commitment & Transparency

What it Measures

An employer's public commitment to DEI, by way of signing a diversity pledge and publication of a nondiscrimination policy.



Why it Matters

Authentic, transparent, and public DEI commitment sets a cultural tone, articulates how a company plans to represent its internal and external stakeholders, illuminates how they view equity, and invites accountability for change.

2 Benefits & Policies

What it Measures

Key employee benefits that have a significant impact on underrepresented and marginalized populations. It is indicative of the care that employers take to make work-life balance attainable for all employees. This assessment area is not intended to be comprehensive.

Why it Matters

Benefits and policies are tangible evidence of an employer's commitment to creating a welcoming environment for a diverse workforce.



3 Employee Networks

What it Measures

An employer's commitment to convene and engage with voluntary, employee/business-led groups comprised of individuals based on common interest, backgrounds, or demographic factors such as gender, race, or ethnicity commonly known as Employee Resource Groups* (ERGs).

Why it Matters

ERGs foster a sense of belonging and acceptance and are a way for employees to engage with networks that will help support and connect them to information, opportunities, and resources that are critical to engagement, advancement, and retention in the workplace.

* ERGs are not appropriate for every employer, and the success of an ERG is dependent upon a variety of factors, such as climate, size, and ERG structure.

4 Leadership

What it Measures

Employer structures, including DEI councils and committees, and engagement within the structures that provide enhanced access to decision-makers.

Why it Matters

Commitment and active engagement in DEI from decision makers, particularly executives and hiring managers, cultivates an ownership culture essential to DEI success.

5 Training & Education

What it Measures

Who receives DEI training, what training topics are covered, and how DEI training is executed within the employer's standard personal development practices.

Why it Matters

Essential to employee professional development, DEI-centered training sets a clear standard and expectations for DEI practices within an employer's culture.

6 Data & Accountability

What it Measures

The demographic data collected relating to compensation, role, promotion, recruitment, retention, and exit interviews.



Why it Matters

Understanding data trends and barriers experienced by employees from marginalized and underrepresented groups allows employers to adapt systems to ensure employees do not become disenfranchised.

7 Talent Recruitment, Engagement, & Retention

What it Measures

Intentional strategies for inclusive recruitment, workforce satisfaction assessment, and optimal retention.



Why it Matters

Cultivating a culture of equitable access to advancement and success requires the removal of bias from all stages of the employee lifecycle.

8 Supplier Diversity

What it Measures

Employer's approaches to supplier selection and resource allocation pertaining to minority- and woman-owned businesses.



Why it Matters

Awareness of spending patterns and resource allocation positions an employer to engage minority and women-owned suppliers, strengthening supply chains, disrupting bias, and equalizing the playing field.

9 Community Engagement

What it Measures

The means and vehicles an employer utilizes to participate in the community(s) they are in.



Why it Matters

Community engagement sparks creativity, innovation, enhanced employee belonging, and creates a regional culture that celebrates a diversity of experiences.



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