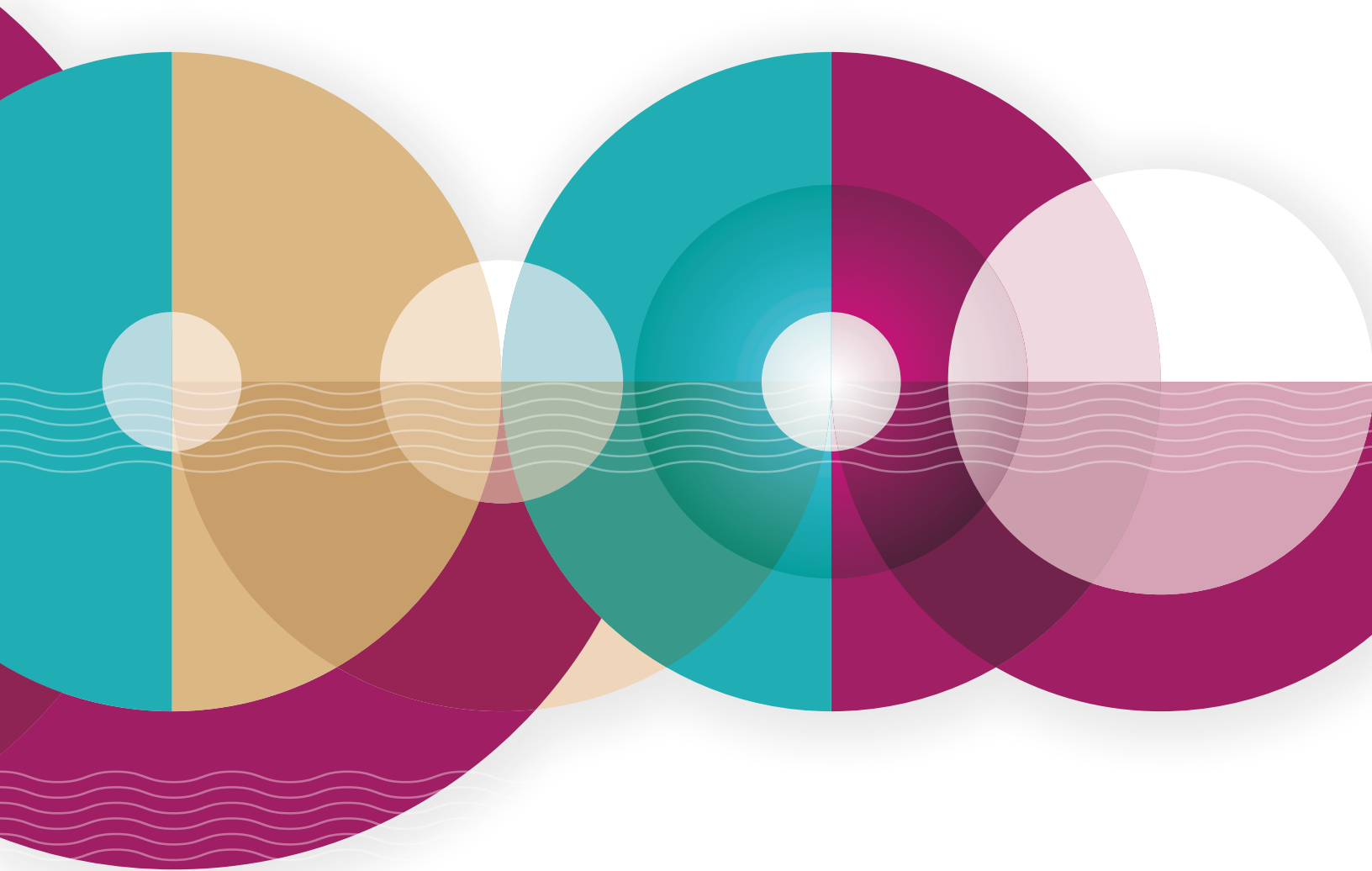


# VIBRANT INDEX

4.0 Summary Report  
June 2023



## Principal Investigator

**Derrick Shoffner**  
*Vibrant Pittsburgh*

## Vibrant Pittsburgh Diversity Assessment Committee

**Committee Chair:**  
**Gabriella Gonzalez, Ph.D.**  
*Richard King Mellon  
Foundation*

**Itha Cao**  
*Neighborhood Allies*

**Ellen Freeman**  
*Ellen Freeman  
Immigration Law Group*

**John Galley**  
*UPMC*

**Majestic Lane**  
*Allegheny Conference on  
Community Development*

**James Sullivan**  
*Koppers*

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## ABOUT THE VIBRANT INDEX

### Overview

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

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

### Methodology

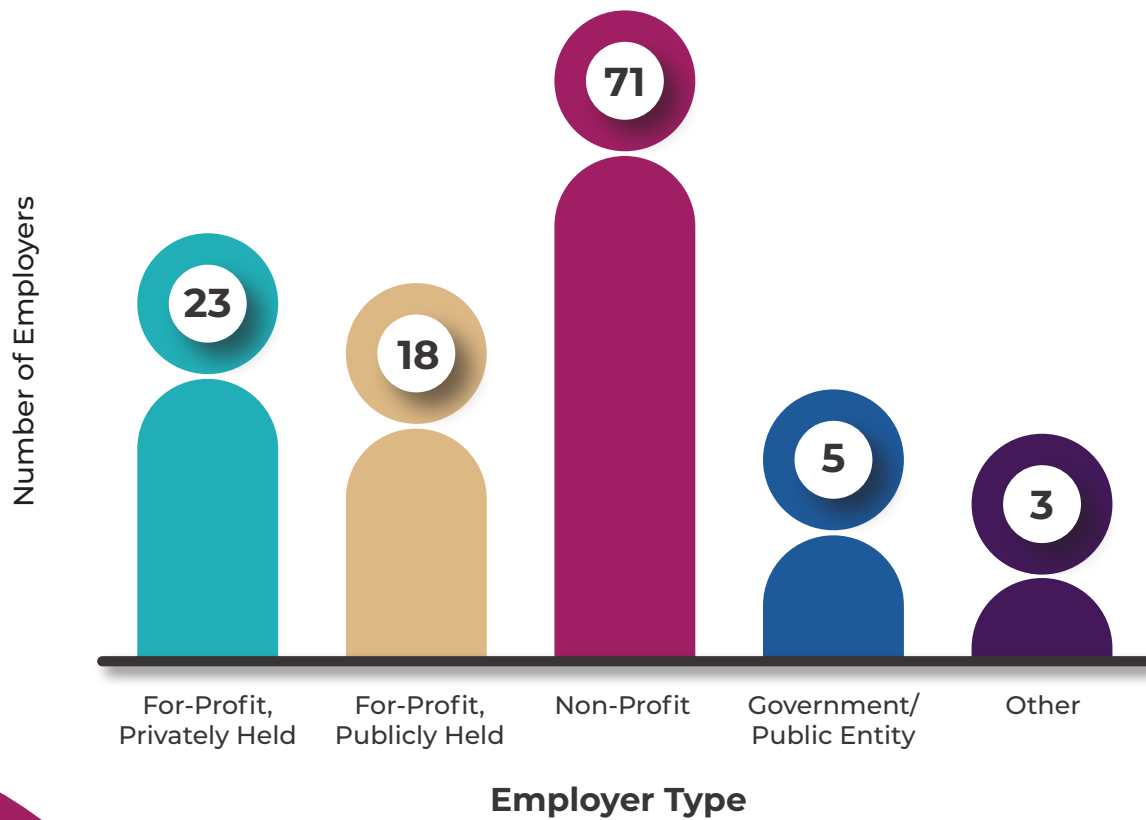
Participation in the Vibrant Index 4.0 was voluntary with employers opting into the diagnostic. Participants responded to the 70 elective question diagnostic online via the Qualtrics platform and had the ability to opt out at any stage. Participants had at least six weeks to finalize the diagnostic and only final submissions were counted in the sample.

### Diagnostic Sample

120 employers completed the Vibrant Index 4.0 representing over 160,000 full-time employees (or 14% of the labor force) in the Pittsburgh region. A normal distribution of employer sizes is represented in the sample but there is an overrepresentation of local nonprofits representing 59% of the sample.

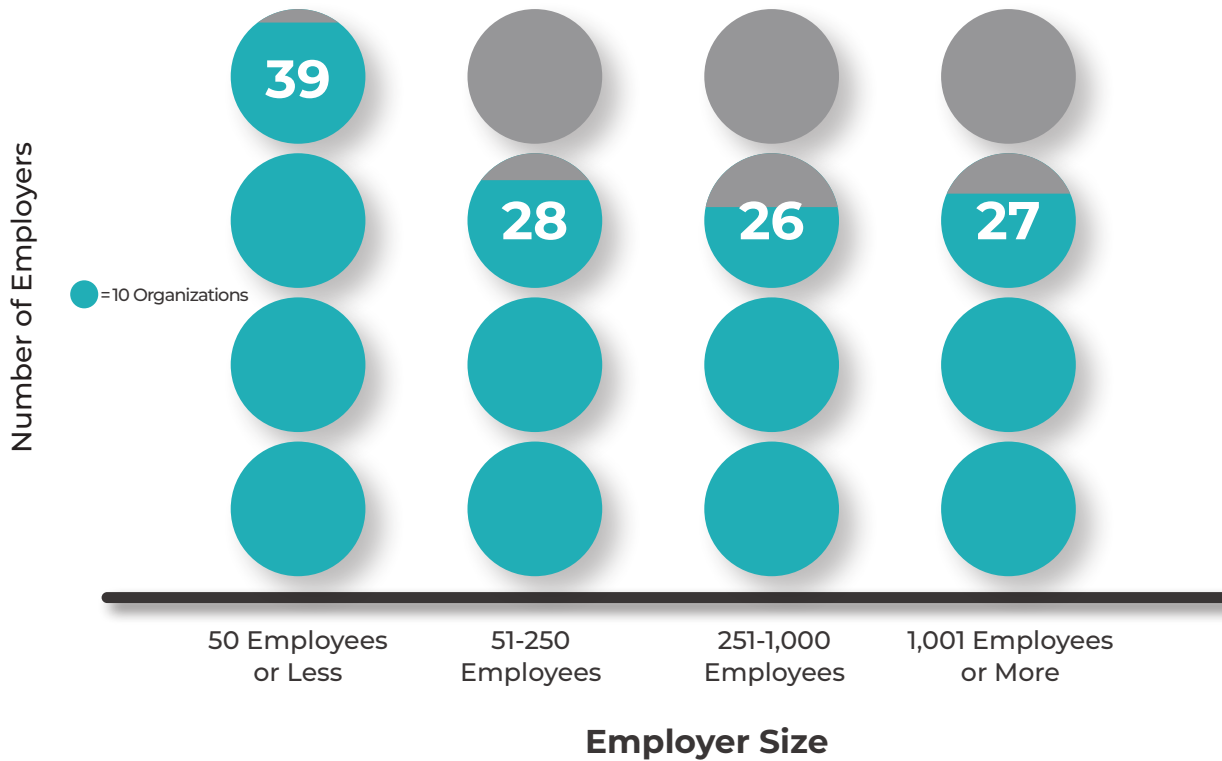


**TABLE 1. EMPLOYER TYPE**

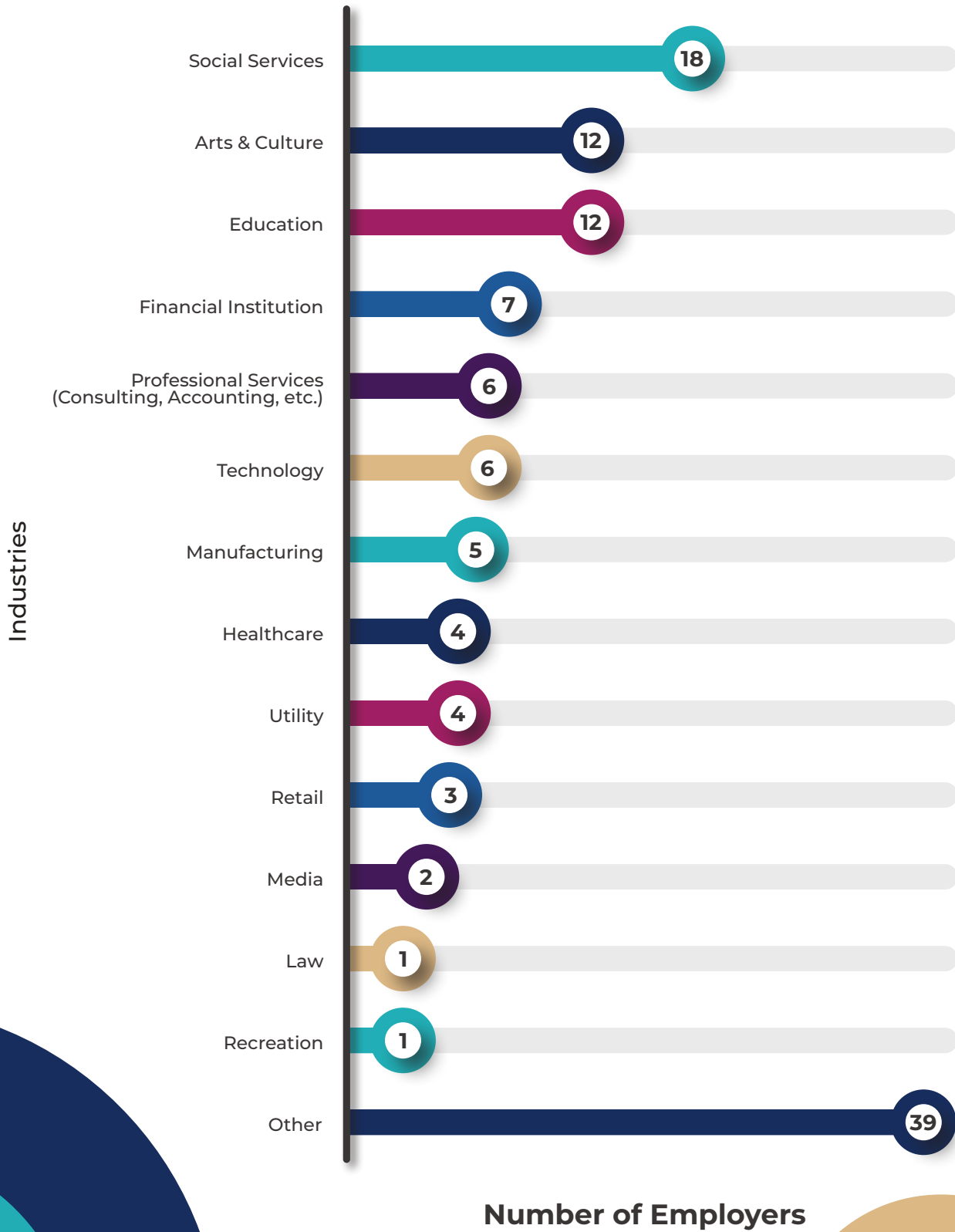




**TABLE 2. EMPLOYER SIZE**



**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.



## 2023 Vibrant Champions:



The Vibrant Champion distinction does not convey perfection. Instead, it recognizes employers that are catalysts in cultivating diverse, inclusive, and equitable workplaces in the Pittsburgh region.





## **Post Participation Engagement**

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 4.0 are not representative of all workplaces in the Pittsburgh region.

## **Report Organization**

The summary report data is grouped by positive indicators, moderate indicators, and improvement indicators. This grouping is intended to provide a rounded analysis of how the study sample is collectively implementing DEI best practices (positive), what areas provide the most accessible opportunities for advancement of DEI best practices (moderate), and which areas lack majority implementation (improvement). This intentional organization is meant to provide readers with an efficient assessment of achievements, opportunities, and shortcomings of attaining regionally sustained DEI excellence.



## Diagnostic Pillars

Based on DEI research and the input of subject matter experts, Vibrant Pittsburgh selected the following nine best practice areas (referred to as “pillars”) to assess DEI in our region’s workplaces.

The Vibrant Index 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 their 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. 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. It is indicative of the care that employers take to make work-life balance attainable for all employees.



## 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 Business Resource Groups\* (EBRGs).

### Why it Matters

EBRGs 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.

\* Employee Business Resource Groups (EBRGs) may not be suitable for every employer, and the effectiveness of an EBRG can vary depending on various factors, including the organizational culture, company size, and the structure of the EBRG itself.



## 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 professional 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, equalizing the playing field, and building wealth networks in marginalized communities.

## 9 Community Engagement

### What it Measures

The means and vehicles an employer utilizes to participate in the communities 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.





## KEY FINDINGS

### Positive Sample Indicators

Positive sample indicators represent the progress employers are making in enhancing their commitment to DEI in the workplace.

**The following results showed strong (80% or above) indication of workplace adoption by all responding employers.**

Positive sample indications support conclusions that collectively the sample is supporting these DEI best practices.

1

### Written Commitment & Transparency

Does your organization have a written non-discrimination policy?

95.8%

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

### YWCA, 2023 Vibrant Champion

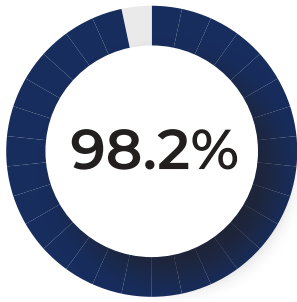
“

Participation in the Vibrant Index has provided a baseline as we build an equitable workplace. The Index identifies key areas where we can align ourselves to best practices. This partnership is leading to systems change and advancing pay equity.

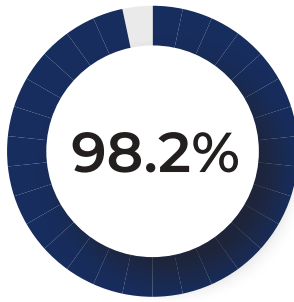


# 1 Written Commitment & Transparency

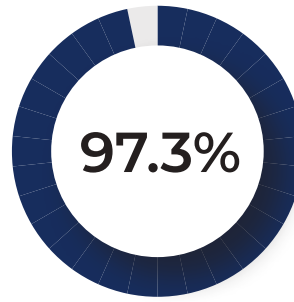
## CATEGORIES SPECIFICALLY MENTIONED IN WRITTEN COMMITMENT



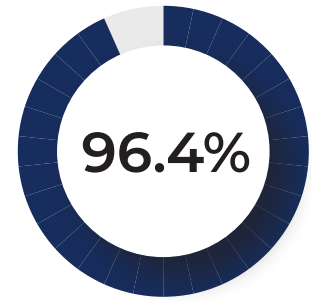
Race



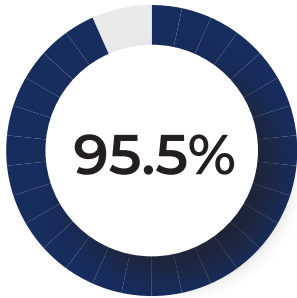
Disability



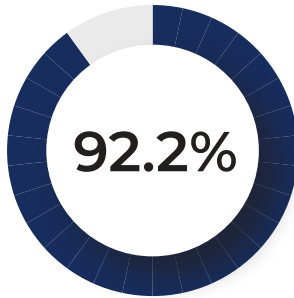
Gender



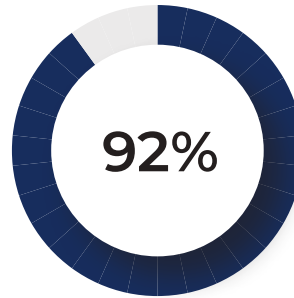
Age



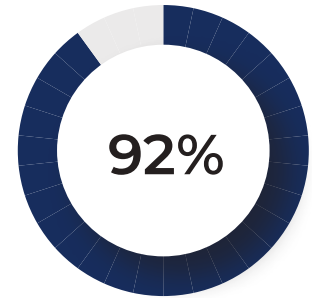
Religious Belief



National Origin



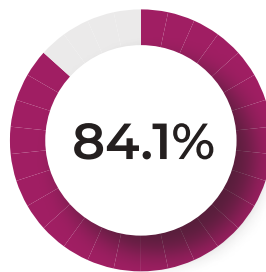
Sexual Orientation



Color

# 1 Written Commitment & Transparency

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



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



## CASE STUDY

### Written Commitment & Transparency – Pay Equity Pledge

eliminating racism  
empowering women  
**ywca**  
Greater Pittsburgh

**2023 VIBRANT CHAMPION**

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

YWCA Greater Pittsburgh (YWCA GP) is advancing diversity, equity, access, and inclusion in our organization through Level Up: Greater Pittsburgh Pay Equity Pledge. Pledge components were implemented internally in 2021. The pledge was co-authored and co-launched in June 2022 to address the gender pay gap for women of color in our community. Our commitments support, promote, and engage in pay transparency during hiring; eliminate desired salary and salary history questions from job applications; provide annual organization-wide diversity training to reduce unconscious biases; review gender and race pay differences annually; and ensure compliance with The National Labor Relations Act of 1935.

#### **How is your approach to Written Commitment & Transparency, specifically as it relates to the Pay Equity Pledge, being facilitated?**

Starting in 2021, adoption of the Gender Pay Equity pledge at our organization has been led by our VP of Equity & Culture with a primary goal of formalizing our internal equity practices. This position leads our Human Resources, the Center for Race & Gender Equity, and workplace initiatives like our equal pay

*Continued to page 17*





## CASE STUDY

### Written Commitment & Transparency – Pay Equity Pledge

*Continued from page 16*

commitment. The VP of Equity & Culture ensures that our workplace, programs, and operations are viewed through the lens of equity. These changes are supported by input from staff members on our Senior Team and members of our Board. We receive community support for systems change from partners like Vibrant Pittsburgh including the Gender Pay Equity pledge in their regional index.

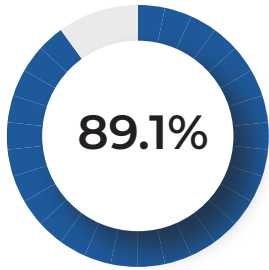
#### **How do you know your written Commitment & Transparency initiatives, specifically the Pay Equity Pledge, are meeting intended outcomes?**

Our written commitment to close the gender pay gap has increased equity across our organization and our region. Now, our practices ensure equal pay commensurate with experience, education, and job requirements. Our changes and public pledge provide a model that can be replicated in other workplaces. This change was motivated by our commitment to equity, staff feedback, and a pay grade analysis that highlighted a need for improved pay structure. Our policies and practices align with the pillars of the pledge, and this deeper commitment is approved and embraced by our Board. We are monitoring staff satisfaction and retention rates to measure the pledge's impact in the long term.

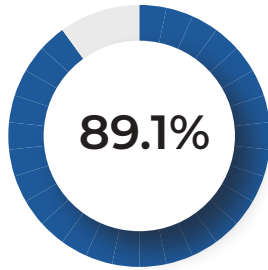


### 3 Employee Networks

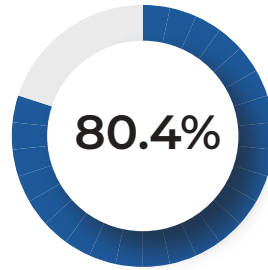
**SELECT ALL THAT APPLY REGARDING EBRGS\* OR SIMILAR AT YOUR ORGANIZATION.**



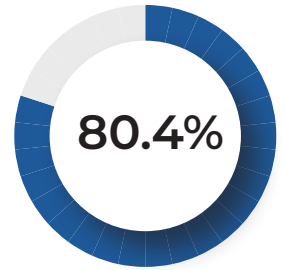
Our organization gives employees paid work time to participate in our EBRGs.



Our upper management team participates in EBRG activities.



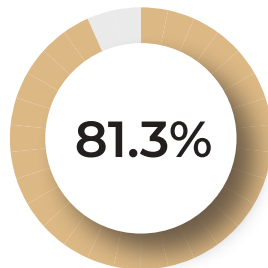
Our organization provides funding to our EBRGs.



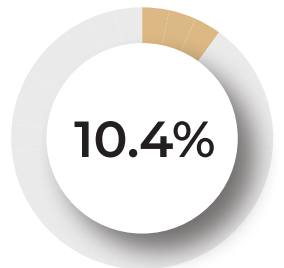
Our EBRGs receive executive sponsorship.

### 3 Employee Networks

Do your organization's EBRGs have senior executive (Vice President or higher) sponsors/champions?



Yes, **all** EBRGs have senior executive sponsors/champions.



Yes, **some** EBRGs have senior executive sponsors/champions.

\* Employee Business Resource Group(s)





## CASE STUDY

### Employee Business Resource Groups

**Ansys**  
2023 VIBRANT CHAMPION

#### **How are you approaching DEI as it relates to Employee Business Resource Groups?**

Employee Business Resource Groups (EBRGs) play a vital role in our DEIB strategy. Ansys EBRGs are self-organized, executive-sponsored networks that enable employees with common backgrounds, origins, and experiences – and allies – to create community and inform important business strategies. Ansys has six EBRGs – our Black Employee Network, (dis)Ability Network, Latino Connection, Pride Alliance, Veterans at Ansys, and Women in Technology. While we have additional employee communities that foster belonging, EBRGs differ in that they are business-sponsored to ensure historically underrepresented groups, particularly in STEM fields, can have lasting careers in an environment where they can grow and thrive.

#### **How is your approach to Employee Business Resource Groups being facilitated?**

Ansys' EBRGs are led by employees with a structure of global/regional leads and executive sponsors. EBRG leaders create strategic plans focused on recruitment, business impact, community, education, and development. EBRGs lead business impact projects, consult on people strategies, and help Ansys understand our employees' needs. Examples of EBRG projects include usability studies to ensure customer products adopt inclusive design principles, sponsoring STEM education through STEM's scholarship program, and community mentoring for veterans transitioning from military to civilian life. Ansys provides time, resources, budget, and coaching for EBRG leaders to help build a more inclusive workplace.

*Continued to page 20*

## CASE STUDY

## Employee Business Resource Groups

*Continued from page 19*

### **How do you know your Employee Business Resource Groups initiatives are meeting intended outcomes?**

We started our journey with one EBRG for Women in Tech in 2017, and now have six EBRGs that have grown in participation and impact. We measure success in areas like membership growth and completion of business impact projects. Recently, we started measuring retention and growth of our EBRG leaders and early indicators show that leaders are gaining visibility and opportunities leading to career growth. From participating in national conferences to K-12 STEM activities, EBRGs play an active role in community partnerships, recruitment outreach, and pipeline development. In 2022 Ansys was awarded STEM's Strategic Alliance Partner Award, which could not have been achieved without our EBRG's support.

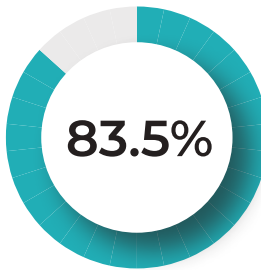
**Ansys**  
2023 VIBRANT CHAMPION





**4** Leadership

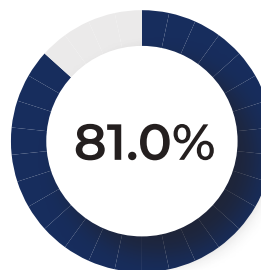
Does your organization have a diversity and inclusion council, task force, steering committee, or similar internal advising body dedicated to your organization's diversity and inclusion strategy?



Yes, our organization has a diversity and inclusion council, task force, steering committee, or similar internal advising body dedicated to our organization's diversity and inclusion strategy.

**4** Leadership

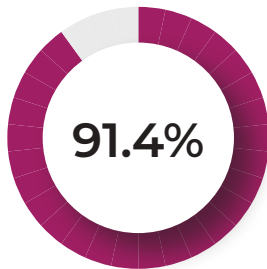
Does your organization have an employee(s) who reports directly to the CEO or highest-ranking employee on DEI initiatives?



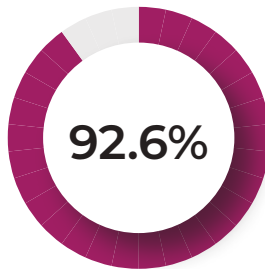
Yes, our organization has an employee(s) who reports directly to the CEO or highest-ranking employee on DEI initiatives.

## 5 Training & Education

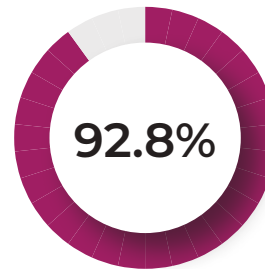
### WHO RECEIVES TRAINING ON DEI TOPICS IN YOUR ORGANIZATION ON AT LEAST AN ANNUAL BASIS?



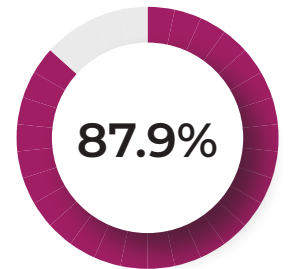
Human Resources



Employees with Public Racing Roles



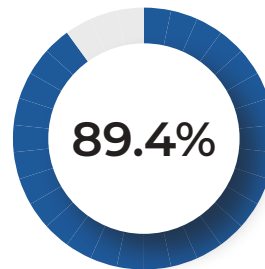
Managers with Direct Reports



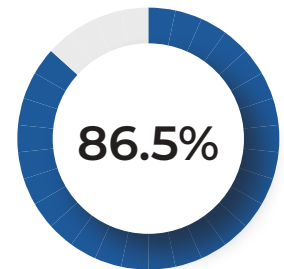
Individual Contributors

## 7 Talent Recruitment, Engagement, & Retention

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



Standardized Interview Questions



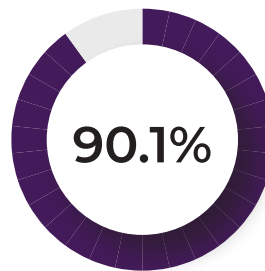
Hiring Panels





## 6 Data & Accountability

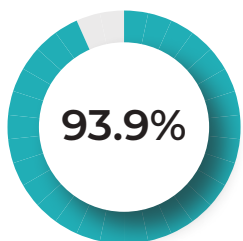
Does your organization analyze demographic data in any of the following ways?



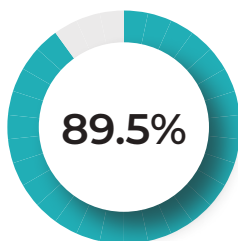
Used internally to guide decision-making

## 6 Data & Accountability

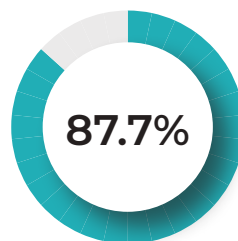
WHICH OF THE FOLLOWING DEMOGRAPHIC DATA IS GATHERED AT YOUR ORGANIZATION?



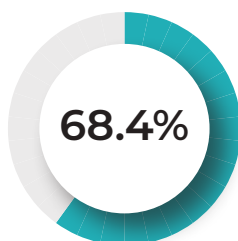
Employee Age/Birth Year



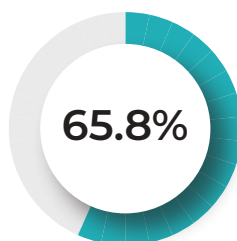
Employee Gender



Employee Race/Ethnicity



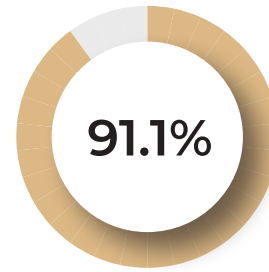
Employee Veteran Status



Employee Disability Status

## 9 Community Engagement

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



Yes, our organization invest in community projects, organizations, or initiatives which support underrepresented communities.

### CASE STUDY

### Talent Recruitment, Engagement, & Retention



2023 VIBRANT CHAMPION

### How are you approaching DEI as it relates to Talent Recruitment, Engagement, & Retention?

As a higher education institution, CCAC approaches recruitment, engagement and retention from both an HR and student perspective - both of which are vital to the success of our institution and the work of Diversity, Equity, & Inclusion. The Office of Human Resources aims to attract, engage, develop, and retain a diverse blend of talented professionals by providing exemplary leadership and services to foster an innovative working and learning environment. CCAC seeks diverse talent pools through community outreach, networking, and regional partnerships. HR strives to provide services and opportunities for all employees to be engaged and encourages a culture of excellence.

*Continued to page 25*





## CASE STUDY

### Talent Recruitment, Engagement, & Retention

*Continued from page 24*

#### **How is your approach to Talent Recruitment, Engagement, & Retention being facilitated?**

HR provides various methods of support to employees by regularly scheduling professional development opportunities for all employees to participate in. These opportunities include the Supervisor Success Academy, New Supervisor Training, the Support Staff College, Civility Forums, Process College sessions, the Leadership Development Institute, book studies, Employee Resource Groups, lunch and learn opportunities with ODEI, employee recognition social events, and on-campus in-person events. In addition to providing professional development and opportunities aimed to provide an inclusive work environment, CCAC regularly tracks demographics and other data against HR goals for employee retention.

#### **How do you know your Talent Recruitment, Engagement, & Retention initiatives are meeting intended outcomes?**

The Office of Diversity, Equity, & Inclusion regularly monitors the data to ensure that we are meeting the needs of our students with a holistic approach grounded in equity. We analyze the gaps and determine next best steps to ensure that we are providing best practices that increase the capacity of diversity, equity, and inclusion institutionally. HR at CCAC provides surveys through the first year of employment in order to monitor the experience of newly hired employees or employees who have transferred to a different department. CCAC also utilizes performance management plans in which the employee and the supervisor meet to discuss the expectations and progress that has been made.

#### **How has participation in the Vibrant Index impacted your DEI journey?**

Participation in the Vibrant Index allows CCAC as an institution to better understand our areas of strength and the areas where additional growth is necessary to best foster a culture of diversity, equity and inclusion.



### **Moderate Sample Indicators**

Moderate sample indicators help build a broad understanding of performance and are forward-thinking insights and predictions measuring the progress employers are making towards improved DEI.

**The following results show moderate (65% to 79%) indication of workplace adoption by all responding employers.**

Moderate sample indication supports conclusions that these areas are the most accessibly actionable areas of opportunity for the region to advance DEI best practices as a significant contingent of employers have already implemented corresponding initiatives.

### **Ansys, 2023 Vibrant Champion**

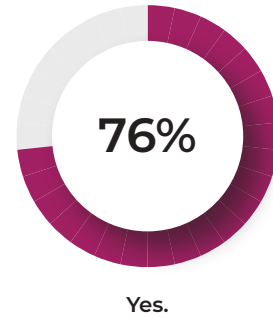


The Vibrant Index has served as a guidepost, helping Ansys understand specific areas to focus on with respect to our DEIB journey. Vibrant Pittsburgh has been a true partner and thought leader, enabling us to continuously grow, learn, and evolve.



# 1 Written Commitment & Transparency

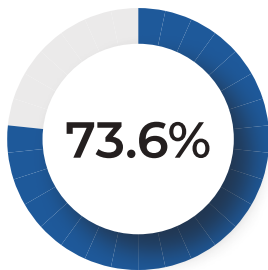
Has the CEO, owner, or highest-ranking employee of your organization signed any pledges such as the Vibrant Pittsburgh DEI Pledge, CEO Action Pledge, Level Up: Greater Pittsburgh Pay Equity Pledge, or any other similar public pledge to support DEI?



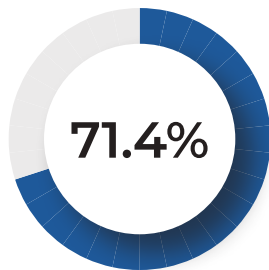
Yes.

# 3 Employee Networks

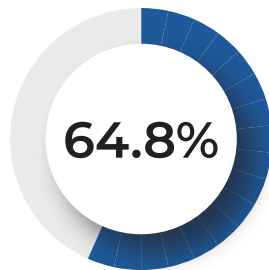
Select all that apply regarding participation in external professional affinity groups at your organization.



Our organization gives employees paid work time to participate in external professional affinity groups.



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



Our organization funds employee participation in external professional affinity groups.



## CASE STUDY

### Employee Business Resource Groups (EBRGs)

#### How are you approaching DEI as it relates to Employee Business Resource Groups?

Teammate Resource Groups (TRGs) at DICK'S Sporting Goods are a personal network of support for teammates of similar identity groups and their allies to focus on issues that are important to the identity group. DICK'S Sporting Goods' TRGs include: B.E.E. (Belong. Educate. Evolve.) - supports ALL groups under the disability umbrella; the Black Leadership Network advances, empowers, & advocates for Black teammates; the Military Community Network supports the personal & professional growth of our Veteran teammates and their families; Mom Squad creates a system of personal support for parents at DSG; Out & Proud provides a voice for LGBTQ+ teammates both personally and professionally; Somos DSG welcomes, connects, and supports Hispanic & Latino teammates; and Women's Influential Network inspires, supports, and advocates for the empowerment of the DSG woman.

#### How is your approach to Employee Business Resource Groups being facilitated?

In 2022, the DE&I Office focused on unleashing synergy, building momentum and continuing sustainability of TRGs by updating leadership roles and processes, creating networking opportunities across TRGs and combining efforts on unmet needs. The DE&I Office established a TRG Guide – a culmination of best practices from all groups to provide information about TRG processes, systems, and leadership framework. The guide is intended to provide tools that aid in the successful management of the TRG strategy, its people, and outcomes. The guide reflects a clearer overview of leadership positions for all TRGs, allows all our positions to work alongside each of their perspective

*Continued to page 29*



2023 VIBRANT CHAMPION

## CASE STUDY

## Employee Business Resource Groups (EBRGs)

*Continued from page 28*

TRGs, and supports best practice sharing among different TRG leadership teams including insights about types of meetings, ways to engage membership, metric tracking, and communication strategies.

### **How do you know your Employee Business Resource Groups initiatives are meeting intended outcomes?**

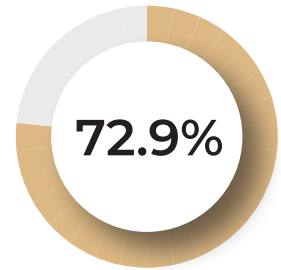
Creating networking opportunities across TRGs has taken the power of allyship and put it into action. In 2023, all TRGs came together to host a company-wide Women's Conference. The goal was to create an experience that inspires and empowers women and allies to engage in conversations that break down barriers and create a launching pad for change. More than 1,000 teammates across the enterprise engaged in a full day of empowerment and learning and over 70 teammates supported the activation by leading the event committee, creating breakout sessions and engaging in public speaking, hosting a watch party in their city or store, and being an ambassador for DE&I during the conference. We've seen our TRGs be more collaborative & intersectional, push advocacy & allyship to the forefront, and guide our business leaders in key strategic decisions that impact not just our 50,000 teammates, but our shoppers and communities.





## 7 Talent Recruitment, Engagement, & Retention

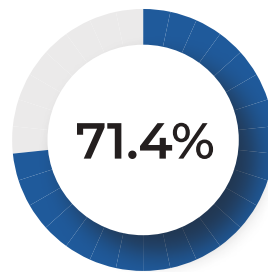
Please select all the applicable ways your organization includes DEI in your New Hire Orientation.



New employees are required to take training which is either focused on OR includes a component on DEI.

## 9 Community Engagement

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



Yes, our organization participates in or sponsors public events supporting underrepresented populations and communities, such as parades or cultural festivals.

### PNC, 2023 Vibrant Champion

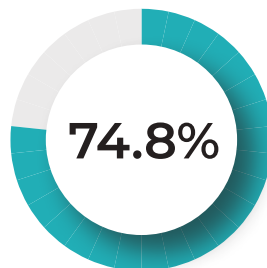


The Vibrant Index process allows our organization to view how PNC is rated amongst other regional companies, track our data to evaluate the strides we are making towards our D&I goals, and work on areas for continual improvement.



## 9 Community Engagement

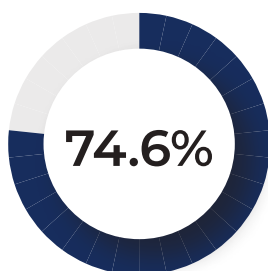
Does your organization offer and/or sponsor any education programs targeting the development of underrepresented groups within the broader community?



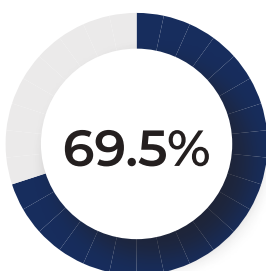
Yes, our organization offers and/or sponsors education programs targeting the development of underrepresented groups within the broader community.

## 2 Benefits & Policies

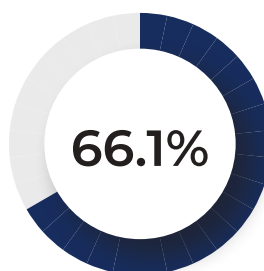
WHICH OF THE FOLLOWING DOES YOUR ORGANIZATION OFFER TO EMPLOYEES?



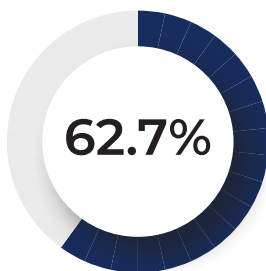
Paid time off for non-majority religious holidays and/or flex holidays.



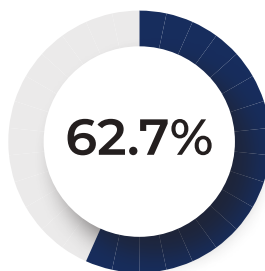
Accommodations for religious activities such as prayers.



Paid parental leave for gestational parents (other than a short-term disability policy).



Paid parental leave for non-gestational parents.



Domestic partner benefits.

## CASE STUDY

### Benefits & Policies/Foreign National Sponsorship



#### **How are you approaching DEI as it relates to Benefits & Policies (specifically regarding Foreign National Sponsorship?)**

Equity within our immigration system is incredibly complex. Immigration backlogs and delays mean that some employees will need sponsorship and support for many more years than other employees. The practice of equity vs “equal treatment” means that we must evaluate each person’s needs and work towards solutions that are as equitable as possible. We also make sure employees know they can be themselves, and we strive to provide support however we can. Flexibility and allowing for extending periods of travel so that employees can travel outside of the US to see family and celebrate holidays ensures that they don’t sacrifice things that are important to them just so they can work here.

#### **How is your approach to Benefits & Policies (specifically as it relates to Foreign National Sponsorship) being facilitated?**

We support employees through the entirety of their immigration journey. Many of the international employees we hire are working under the OPT program with F-1 student visas, so we help them apply for a STEM-OPT extension. We pay for filing fees, so they aren’t a barrier, document training procedures, and help these employees further develop their skills. Most of our efforts go towards securing H-1B visas. Managing expectations and showing care and compassion during this time is crucial, as it can be incredibly stressful for international employees. Securing an H-1B is a critical component of our approach so that we have the time for next-level applications while providing continuous support.

*Continued to page 33*



#### **Schell Games, 2023 Vibrant Champion**

Participating in the Vibrant Index has helped us to widen the DEI lens through which we build and iterate all parts of our organization so we can foster an environment where all our employees can bring their best selves to work.





## CASE STUDY

### Benefits & Policies/Foreign National Sponsorship

*Continued from page 32*

#### **How do you know your Benefits & Policies initiatives (specifically as they relate to Foreign National Sponsorship) are meeting intended outcomes?**

Creating a success metric for something as personal as immigration is difficult. We've had employees leave after we invested in this process, and we have employees who have been with us for over 10 years. We'd like all our international employees to stay with us for a long period of time, but that might not always be what's best for them. Ultimately, being a support to an employee and providing them with a stepping stone is one of the important things we can do for DEI. If an employee feels welcome while they are here, enjoys their time, and leaves with more industry experience and skills than when they started at Schell Games, then we've met the purpose of our initiative.



## CASE STUDY

## Benefits & Policies



Women's Center & Shelter  
of Greater Pittsburgh

**2023 VIBRANT CHAMPION**

### **From a smaller organization's perspective, how are you approaching DEI as it relates to Benefits & Policies?**

WC&S employs a diverse group of individuals of varying gender expressions, sexual orientations, abilities, cultural backgrounds, race/ethnicity, ages, and religions. As such, it was important for WC&S to consider the staff's unique and varying needs when determining our Benefits & Policies. For example, rather than dictating that a holiday must be taken on December 25th, we allow staff to take their holiday any time of the year. Our focus is on building belonging, inclusivity, and creating a welcoming environment with all that we do, including with benefits and policies. As a smaller organization, we can keep a more intimate pulse through conversations, observations, as well as data.

### **How is your approach to Benefits & Policies being facilitated?**

Our Director of Human Resources is the primary staff who plans our Benefits & Policies, with support from senior leadership and the Personnel Committee of our Board of Directors. Our Director of HR is a certified human resource professional (SHRM-CP). This certification is important for a smaller organization, as well as larger ones, to ensure compliance with best practices and to keep on top of key HR issues, such as DEI. Based on HR best practices, emerging trends, agency need, and legal considerations, the Director of Human Resources, in collaboration with the President/CEO, Chief Financial Officer, and Chief of Mission Integration, makes recommendations for Benefits and Policies.

*Continued to page 35*





## CASE STUDY

### Benefits & Policies

*Continued from page 34*

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

We know our Benefits & Policies initiatives are meeting the intended outcomes through the administration of anonymous staff surveys. In addition to our annual engagement survey, we also conduct surveys at ninety days and six months for every new hire. We also conduct exit interviews. In these surveys, staff can provide honest and anonymous feedback about our Benefits & Policies. We have also started keeping track of some DEI-related data.

#### **How has participation in the Vibrant Index impacted your DEI journey?**

The Vibrant Index has guided WC&S with more options and considerations with respect to DEI. In completing VI 3.0, we had concrete ideas for improvements for the following year. Our participation in VI will be a part of our upcoming strategic plan.

## Sample Areas for Improvement

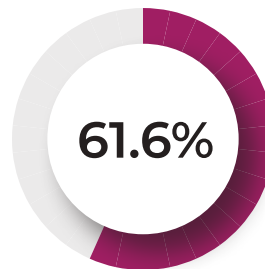
Improvement indicators from the sample identify the areas of least collective adoption from companies of the study.

**As per diagnostic responses, the following indicators show poor survey output (less than 64%) for all responding employers.**

Improvement sample indication supports conclusions that these areas are the most significant collective lag in implementing DEI best practices.

### 6 Data & Accountability

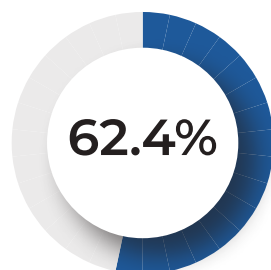
Does your organization have metrics in place to measure the effectiveness of your DEI initiatives?



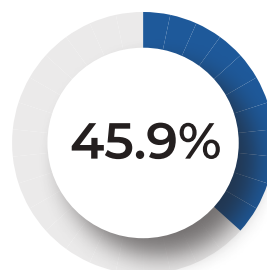
Yes, our organization has metrics in place to measure the effectiveness of our DEI initiatives.

### 6 Data & Accountability

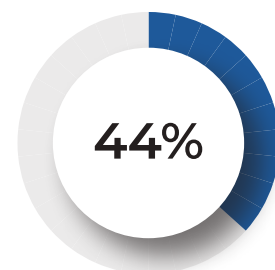
Does your organization analyze demographic data in any of the following ways?



Demographic information and compensation.



Demographic information and promotion/advancement rates.



Demographic information and talent development initiatives.

## CASE STUDY

### Talent Engagement & Recruitment



#### How are you approaching DEI as it relates to Talent Engagement and Recruitment?

At UPMC, we believe that quality comes first, always. We never compromise quality of talent; however, our assessment of what quality looks like may differ as we enhance our national brand as a leader in the transformation of healthcare delivery. It's no secret that diversity in representation can help drive growth. And demographers continue to inform us that both labor pools and consumer markets continue to shift rapidly. Consequently, two components of our workforce diversification strategy include:

- Identify and develop top, diverse talent within the organization. Using a variety of methods, evaluate and highlight the top talent and emerging talent within our own organization.
- Recruit, and retain top external talent to UPMC. Intentional focus on sourcing the highest level of diverse talent.

As a result of this dual strategic approach, UPMC was recognized globally for increasing diverse representation in executive leadership roles.

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

Established in 1996, UPMC's Board Inclusion and Diversity Committee provides governance and serves as the inclusion, equity, and diversity policy advisor to the executive leadership of UPMC. As such, a priority of our approach focuses on internal development and external recruitment of our leaders. UPMC deploys a Leadership Development Intensive (LDI), a four-month, highly competitive transformation program; and designed a Diversity Leadership Mentoring Program. In addition, our hiring practices include extensive learning to rid out potential bias and sharing vacant roles at the vice president level and above with external recruitment firms.

*Continued to page 38*

**UPMC**  
LIFE CHANGING MEDICINE  
**2023 VIBRANT CHAMPION**

## CASE STUDY

## Talent Engagement & Recruitment

*Continued from page 37*

Employee retention through a values-based culture is a critical aspect of this work. Our core values are woven into the framework of our processes and programs to ensure behaviors enhance our culture and support inclusion. We have built into our employee engagement survey indexes for dignity & respect and inclusion & belonging and are able to assess progress over time.

### **How do you know your Talent Engagement and Recruitment initiatives are meeting intended outcomes?**

Measurement, transparency, and accountability are key to meeting intended outcomes. Our initiative to increase representation of women and people of color in roles remains a gold standard within the healthcare industry and amongst other complex organizations, because of its tangible outcomes, and our means of tracking. Quarterly goal progression is shared with senior executives and UPMC's Board Inclusion and Diversity Committee including analysis on how open roles are filled. Succession planning and external recruitment is further refined based upon results.

### **How has participation in the Vibrant Index impacted your DEI journey?**

The Vibrant Index reinforces the framework established through our diversity, equity, and inclusion agenda and the success it has generated to fully integrate into the core fabric of our business operations. The Vibrant Index encourages us to reflect on best practices, investigate opportunities to increase impact and provides another layer of accountability. Feedback allows us to identify areas of opportunity and finetune what we do well.

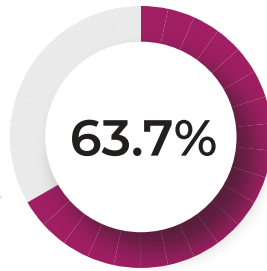
**UPMC**  
LIFE CHANGING MEDICINE

**2023 VIBRANT CHAMPION**



## 6 Data & Accountability

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 Benefits & Policies

#### How are you approaching DEI as it relates to Benefits & Policies?

At PNC, Diversity and Inclusion and Quality of Life are central to our core values. We continually evaluate our benefits, programs, and partnerships to identify new and creative offerings to support our diverse employees. Last year, we hosted an enterprise-wide webinar that focused on Mental Health through a Diverse Lens, including a look at the way shared cultural experiences can impact an individual's mental health and the importance of fostering empathy. This event was a catalyst for our partnership with a new mental health network that includes more providers who identify as BIPOC, as well as those who specialize in LGBTQ+ care. This expanded access to providers with diverse backgrounds and specialties helps to make this important benefit more accessible and relevant to our employees.



#### How is your approach to Benefits & Policies being facilitated?

At PNC, we understand that talking about the importance of mental health and mental illness is just the start. In 2022, we increased the number of free, confidential counseling sessions available to employees and their families to seven sessions per person, per topic, annually through our Employee Assistance Program (EAP). In 2023, PNC introduced a partnership with Spring Health, enabling those enrolled in a PNC medical option (ages 6

*Continued to page 40*

## CASE STUDY

## Benefits & Policies

*Continued from page 39*

and up) to access a diverse network of quality therapists. Employees can search by condition, specialty, gender, race, language and more; 45% of Spring Health's providers identify as BIPOC and 30% specialize in LGBTQ+ issues. We continue to hear positive feedback from employees who have already made meaningful progress while using these services.

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

We are constantly evaluating our benefit programs and offerings to better serve our employees. For example, we piloted a healthcare concierge program and measured the impact it had on improving Social Determinants of Health for our employees – we saw meaningful outcomes from that pilot and decided to make the offering available to all employees. However, our work is ongoing. We have recurring conversations with our Diversity and Inclusion partners, continue to have senior leadership support, and regularly interface with members of PNC's Enable Employee Business Resource Group. That two-way dialogue allows us to hear the success stories, as well as opportunities for improvement, and to be more inclusive in terms of our offerings.

### **How has participation in the Vibrant Index impacted your DEI journey?**

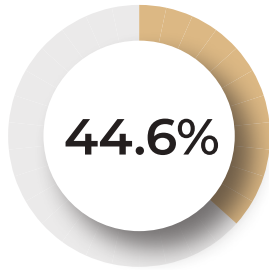
PNC's participation in the Vibrant Index helps us to stay aligned to our key principles as an organization. As Diversity and Inclusion are one of our core values, it is imperative to make the ongoing connection with the benefits and programs we offer. The Vibrant Index process allows our organization to view how PNC is rated amongst other regional companies, track our data to evaluate the strides we are making towards our D&I goals, and work on areas for continual improvement.



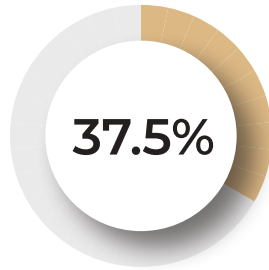


## 8 Supplier Diversity

Does your organization have a supplier diversity plan with goals specific to minority-owned business and/or women-owned businesses?



Yes, our goals specifically address minority-owned businesses.

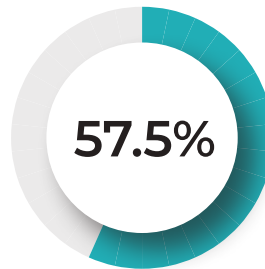


Yes, our goals specifically address women-owned businesses.



## 8 Supplier Diversity

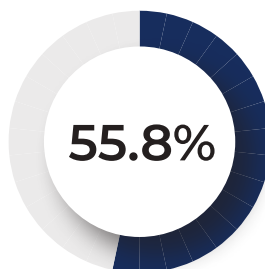
Does your organization collect and analyze data around the diversity of your current suppliers?



Yes, our organization collects and analyzes data around the diversity of our current suppliers.

## 8 Supplier Diversity

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



Yes, our organization tracks our spending with/to diverse suppliers.

## CASE STUDY

### Supplier Diversity



2023 VIBRANT CHAMPION

### How are you approaching DEI as it relates to Supplier Diversity?

Essential believes that supplier diversity is critical for our communities as well as for our business. We want to source from and partner with businesses owned by individuals representative of the diverse communities and neighborhoods where we live, work, and operate each day. This also enriches local economies, increases sourcing options, and fosters collaboration and innovation. As such, we announced a multi-year plan to increase diverse supplier spend to 15% of controllable spend, which excludes spend where there is no opportunity to include diverse suppliers or spend that cannot be sourced from a diverse supplier due to a policy or law.

### How is your approach to Supplier Diversity being facilitated?

We have taken various steps internally to increase our work with diverse suppliers in the procurement process, including regular review of purchase requisitions to expand the use of diverse vendors, updating our internal purchasing website to encourage greater use of qualified diverse suppliers,

*Continued to page 43*



## CASE STUDY **Supplier Diversity**

*Continued from page 42*

working with a leading provider of supplier diversity data, and enhancing reporting to better recognize our work with such suppliers.

### **How do you know your Supplier Diversity initiatives are meeting intended outcomes?**

In 2021, Essential set a goal to reach 15% diverse supplier spend by the end of 2024. This goal was reached at the end of 2022 when Essential hit 15.1% diverse spend. Our work to strengthen and ensure growth beyond 15% diverse spend at Essential will continue in 2023 and into the future.

### **How has participation in the Vibrant Index impacted your DEI journey?**

Benchmarking and learning from other companies ensures Essential is aligned within the areas Diversity, Equity, and Inclusion programs.

# CALL TO ACTION 2023

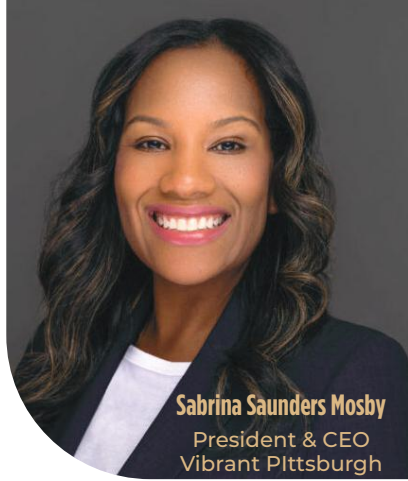
## The Time is Now to Empower Diversity, Equity, and Inclusion in Pittsburgh and Beyond

It is imperative to acknowledge that diversity, equity, and inclusion (DEI) in the workplace is multifaceted and varies significantly across organizations and industries in our region. Although strides have been made, it is evident that there remains an overwhelming amount of work to ensure that workplaces in the Greater Pittsburgh region are wholly inclusive and equitable.

Four years of Vibrant Index data show businesses are recognizing the value of DEI. Increasingly, organizations understand that diversity leads to innovation, better decision-making, and improved business performance, making inclusive work environments and diverse teams crucial for success and engagement.

Meaningful actions have been taken by a contingent of organizations to enhance DEI in their workplaces. A range of actions, such as establishing diversity, equity, and inclusion programs, forming DEI committees or task forces, developing non-discrimination policies, and adopting inclusive language and transparent job postings demonstrate employer dedication to fostering DEI-centered work environments.

**However, critical work remains. Findings from the Vibrant Index 4.0 reveal pressing concerns that demand immediate attention.**



Sabrina Saunders Mosby  
President & CEO  
Vibrant Pittsburgh

### Extend Diversity to Suppliers

Supplier diversity continues to be the largest pain point in our study samples, which we are regrettably grappling with for the fourth year in a row. The data speaks for itself: of the 104 survey responses in the Vibrant Index 3.0, 41% of participants reported having supplier diversity plans. In the latest sample, of the 120 survey responses in the Vibrant Index 4.0, 44% of participants reported have a supplier diversity plan to support minority and/or women-owned businesses. This is an area where intentional employer action will make an immediate and tangible difference for the Pittsburgh region.

#### To do this VP suggests:

Developing a supplier framework for identifying, engaging, and supporting diverse suppliers that addresses challenges such as limited access to capital, lack of resources, and bias in procurement processes.

Establishing a supplier diversity committee/task force responsible for implementing and monitoring the framework.

### What Gets Measured, Gets Accomplished

Vibrant Index 4.0 participation shows a notable gap in utilization of accountability metrics. Organizations in the region are taking action to increase diversity, equity, and inclusion, but need to measure and track progress to ensure true movement towards meaningful improvement. One in four participants lack a measurement structure to assess the effectiveness of their efforts.

Without measurement, employers are unable to gauge their effectiveness and grasp their distinctive successes and challenges. Utilizing metrics and applying routine analysis is the only way to assign goals, deepen accountability, and ensure transparency. DEI efforts must be aligned with overall business strategy and measured in the same manner as the financial and operational components of an organization.

#### To do this VP suggests:

Establishing specific DEI metrics to capture and track quantitative and qualitative data including representation, employee engagement surveys, DEI training attendance and learning outcomes, supplier diversity metrics, and promotion and retention rates.

Promoting the use of metrics, analysis, and routine evaluation of DEI initiatives that are regularly reviewed and analyzed to identify trends, gaps, and areas for improvement.

Annual participation in the Vibrant Index as both a complement to internal measurements and accountability metrics, and as active participation in an encompassing report of trends supporting regional adaptability and enhanced employer support.

## Double Down on Demographic Data

Collecting and analyzing workforce demographic data as it relates to recruitment, engagement, and retention increases employers' awareness of impediments that are disproportionately impacting specific populations. Shockingly, over 60% of participants fail to track demographic information in relation to compensation and retention. Adjacently, 45% of participants do not collect demographic information relating to exit interviews and promotion rates.

Demographic data surrounding compensation and promotions rates provides irrefutable insight into the impact of barriers and biases hindering the growth and success of underrepresented groups – importantly how these two areas correlate with employee retention. Participating employers that fail to collect retention and exit interview data lack understanding of systemic barriers and biases that may be present in their organization and will subsequently have no tangible indicators for addressing issues.

An additional one in four participants did not carry out an employee engagement survey in the past year. This knowledge gap undermines an employer's understanding of the needs of their workforce, hindering efforts to address embedded issues in workplace characteristics and culture.

Organizations must double down on data collection, analysis, and data-informed workforce DEI initiatives tailored to their unique needs. This is the clear path forward to developing truly inclusive and supportive environments that provide equitable opportunity for growth and success of every individual.

### To do this VP suggests:

Collecting data on workforce demographics, representation, and experiences, including data on race, gender, age, disability, sexual orientation, and other relevant diversity dimensions.

Using data insights to tailor DEI initiatives to simultaneously address the unique needs of the employer and eliminate barriers and disparities facing underrepresented groups.

Emphasizing data-driven decision-making by providing training and resources to leaders, managers, and employees on analyzing and using data effectively.

## The Time is Now

These considerations are intentionally concise, discernably actionable, and their importance should not be overlooked. The Vibrant Index 4.0 Summary Report highlights the most salient opportunities employers have to make meaningful DEI integrations into practices, workforces, and cultures. Workplaces that are responsive and authentic to the needs of the greater Pittsburgh region must:

- **Prioritize supplier diversity plans.**
- **Measure hiring, retention, and DEI practices.**
- **Align DEI with business strategy.**

Above all, businesses must designate adequate funding to accomplish the vital DEI work needed in their organization and the region. It is past time to move DEI from an important “initiative” to demonstrated practice. This requires continued commitment, appropriate investment, and a holistic approach.

The power to transform our region into a model of inclusivity and equal opportunity is in our collective hands. Embrace this call to action through collective work that builds a Vibrant Pittsburgh reflective of the rich diversity and potential within us all.

Inclusively,



Sabrina Saunders Mosby

President & 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.





[www.vibrantpittsburgh.org](http://www.vibrantpittsburgh.org) • 412.281.8600

