



The tech industry & DEI

July 2021

welcome to brighter



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What's driving the Tech industry in 2021?

Seismic shifts shaping the Tech sector

What we're seeing...

- ***Dedicated 'digital first' workplaces***
- ***Customer preferences are evolving***
- ***Cloud/e-commerce as the way forward***
- ***Increased regulatory worries and rising legal challenges***

What does this mean for Tech...

- ➔ ***Hybrid working models are the new norm***
- ➔ ***Align with emerging customer preferences***
- ➔ ***Evolve product/service mix and continued talent investments***
- ➔ ***Adjust operating models, business practices and M&A strategies***

What's driving the Tech industry in 2021?

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- ***Increased regulatory worries and rising legal challenges***

The DEI impact...

- ***Opens doors for new workforce segments and opportunities explore talent pools in new markets***
- ***Remain in-tune with the customers they are designing for***
- ***Opportunity to be more diverse and inclusive when hiring/upskilling talent***
- ***Employers will be held accountable and DEI is being used as part of due diligence in M&A transactions***

According to Mercer's Innovation-driven Tech Workplace (ITW) research, the most innovative and fastest growing tech companies do a few things very well



“Optimizing for growth

- Balancing operations with **significant workforce growth**
- Placing **extraordinary pressures on employee experience and people programs**
- Emphasizing that **programs and structures will need to be refined to be tomorrow-ready**, and
- Embracing a **journey mindset** – choices are shaped by scale and complexity



... while working small.”

- Creating a culture that **promotes autonomy and access to resources**
- **Cultivating a small company environment** (small team sizes, empowered decision-making, etc.)
- Developing **personalized employee experiences**
- **Generating diverse career experiences** through project-based work and employee-led learning



“People-first by design

- Engaging **employees as individuals with varying needs and preferences**
- Recognizing that **innovation hinges on distinct individual and team behaviors**
- Implementing org architectures that **enable cross-functional collaboration and promote feedback**
- Creating **employee-centric people programs and benefits**



... and digital by choice.”

- **Investing in new and innovative advanced technologies**
- Providing employees the opportunity to **expand digital skills and gain experience on next-gen technologies**
- Building a **transparent and data-driven culture**
- **Enhancing the employee experience** through improved **access to information**

ITWs create an extraordinary workplace for their employees by bringing together these five differentiators



Impact-driven vision and culture



Hybrid skills and learning experiences



Inclusive people programs and processes



Flexible organizational architectures



Digital workplaces

What differentiates the most innovative Tech companies from the rest?

Focus on customer needs	Encourage new perspectives	Reward choice	Design for collaboration	Be digital by choice
Iterate through small bets	Democratize learning	Supercharge inclusion	Promote extreme ownership	Enable virtual working
Provide psychological safety	Build next gen skills 'on the job'	Create new HR capability stack	Adopt agile structures	Information access

ITWs are
1.8x
more likely to align their vision and culture to customer needs

100%
of Engineers in ITWs feel they are prepared to succeed in the human-machine teaming era

ITW HR priorities for organizational investment

- #1 belonging & collaborative culture
- #2 digital work environment
- #3 pay practices that reward innovative talent

Gen Z in ITWs are
2.2x
more likely empower employees to make decisions quickly and support them in doing so

ITWs are
2.5x
more likely provide the right resources and environment for employees to work in an innovative way

Setting the stage

Diversity, equity, and inclusion (DEI) is constantly evolving



Global pandemic and economic distress



Environmental, social and governance (ESG), pay equity mandates, shareholder and customer activism, and other external regulatory pressures



Gender parity is still very prominent



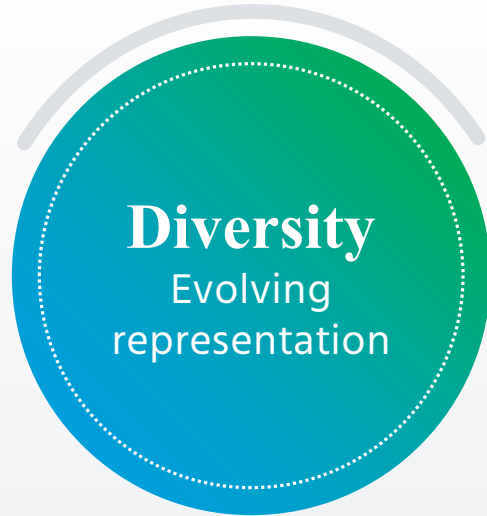
#BlackLivesMatter and systemic racism



Millennial, Gen Z, and multi-cultural expectations



Creating workforce equality requires a multi-dimensional approach



How well does our workforce represent the communities we represent and serve?
How will current representation of underrepresented minorities change over the next 5-10 years?

How well do we ensure that programs and policies deliver equality of opportunity, experience and pay?

How well do we create a culture, environment, and experience that instills a sense of belonging, authenticity, and trust?

Objective lens

Business lens

Employee lens

Why DEI matters in Tech...

🔍 “Three black teens”



🔍 “Snapchat blackface filters”



🔍 “Algorithm approves men for higher credit limits”



🔍 “Facial recognition app repeatedly says Asian woman’s eyes are closed”



🔍 “Apple Watch has trouble reading biometrics on darker and tattooed skin”



The benefit of DEI is design

Lenovo



Only *1 in 12* major global companies have formal processes to make sure product design is inclusive of different cultural backgrounds and abilities

source: Alliance for Global Inclusion

How can technology and AI help with employee development and talent retention?

By some estimates, Artificial Intelligence (AI) and related automation will create over \$15 trillion in value for businesses before the end of the decade. As AI use becomes more pervasive, business leaders will need to understand its potential – productivity improvements, personalized consumer offerings, more accurate decisions, reduced costs – or risk being left behind by competitors. But technology adoption comes with risks which must also be weighed, such as the potential for capital misallocation, brand degradation from inadvertent misuse, compliance and regulatory risk, and an expanded cyber threat landscape.

The success of the Fourth Industrial Revolution will turn on the expansion of gender parity. The loss of certain jobs and creation of new ones are linked.

Managing the human side of this will require that we standardize training and development culture to be executed through the lens of diverse and inclusive workplaces.

Org development professionals are already critical to monitoring the health of an organization – especially because AI already has bias baked into it, something that is both the result of human bias and something only humans can mitigate.

People analytics offers tremendous potential to firms seeking to improve the employee experience. In the design phase, data can be analyzed to help understand employee sentiment, ideas and needs to support design and personalization of experience.

Analytics has also helped revolutionize how we listen to employees both actively and passively.

All this helps firms better measure experience, particularly in moments that matter. Of course, none of this matters unless firms are prepared to act on and communicate what the data tells them.



Skills and DEI

1

What are companies trying to solve for?

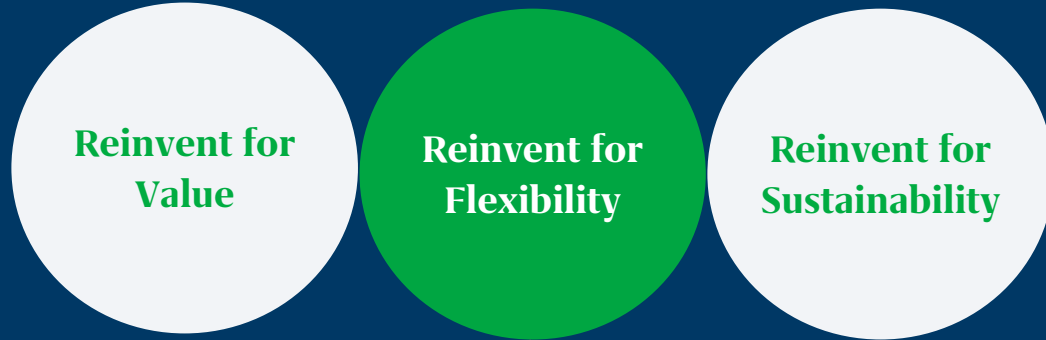
- How do we become a **sustainable, digitally-enabled** organization?
- How do we create a truly **agile/growth mindset** and **culture**?
- How do we reinvent for the **Future of Work**?
- How can we shape the **employee experience** to drive talent attraction, productivity and engagement with the right target interaction model?
- How do we **transform HR** to be the most pivotal function in the organization?

Companies are trying to address:

- Flexibility
- Sustainability
- Upskilling, reskilling
- New CHRO
- Employee Experience
- DE&I
- HR Transformation



New Shape of Work



- Design for flexible working
- **Design for a skills edge**
- Design for digital living

Mercer Skills-Edge

Mercer clients are benefiting from a full service offering of consulting, technology and data to advance skills-based workforce, talent and pay practices.

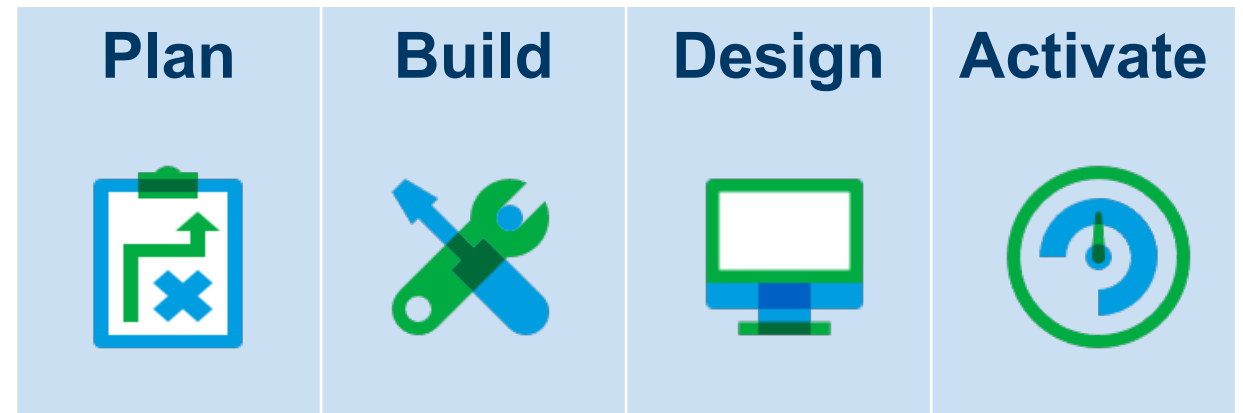
External Drivers:

1. Impact of automation and AI on workforce
2. Pace of technology rendering skills obsolete faster
3. Unexpected external forces requiring maximum flexibility
4. Skills now a critical element of EVP and a significant attraction and retention driver

Benefits:

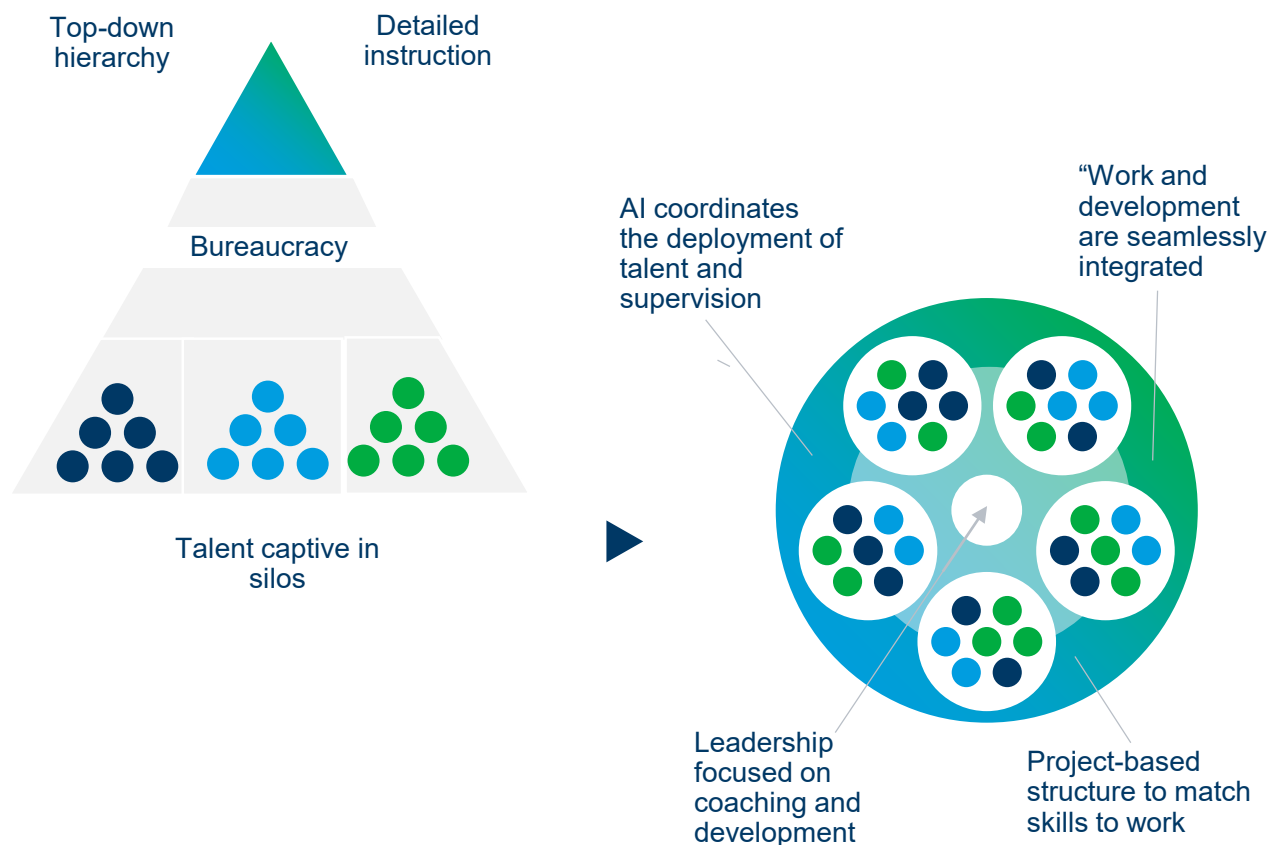
1. Align **skills** to future strategy
2. Re-envision **talent supply** to meet business demand
3. Build a **healthy, resilient** talent ecosystem with **skills** as the currency of the new model

Organizations are gaining a competitive edge via multiple skills-based use cases



Case Study: Building data science capabilities

Attracting & retaining non-traditional talent



A leading global employer created an agile, global shared data science capability supporting its worldwide functions and divisions, extracting all such talent from other parts of the organization.

The company first defined all the skills required in a data science function (e.g., knowledge and ability to use programming languages such as R and Python, Knowledge of Linear Modelling, etc.). All talent was tied to a single job code and a baseline for compensation that then flexed based on the market price of various combinations of skills (e.g., someone with python, R and Linear Modelling versus someone with python, R and Angular).

The talent was managed as pools of skills and a new HR COE helped business leaders design projects (instead of opening requisitions) that would be posted to the company's global internal talent marketplace.

A machine learning algorithm translated work into skills required to perform the work. Then it matched the required skills with skills possessed by the talent in the shared data science function. It also considered adjacent skills, interest and capacity. The algorithm also sent signals to employees as to what skills were trending up versus trending down along with upskilling recommendations.

By matching skills and individuals, the algorithm effectively removed bias from the job assignment process, ensuring all employees had equal access to work on new and innovative projects that they were qualified for.

Building a narrative

Investing in skill development pays off with employees

EMPLOYEE VALUE PROPOSITION

What employees want is changing with reskilling and career opportunities now critical to attracting and retaining employees. How clear is your company's proposition to employees?

PAYING FOR RIGHT SKILLS

The value and importance of our skills are changing (according to Mercer's pay for skills methodology). Consider potential efficiencies if companies can start paying for what they need on the basis of skill.

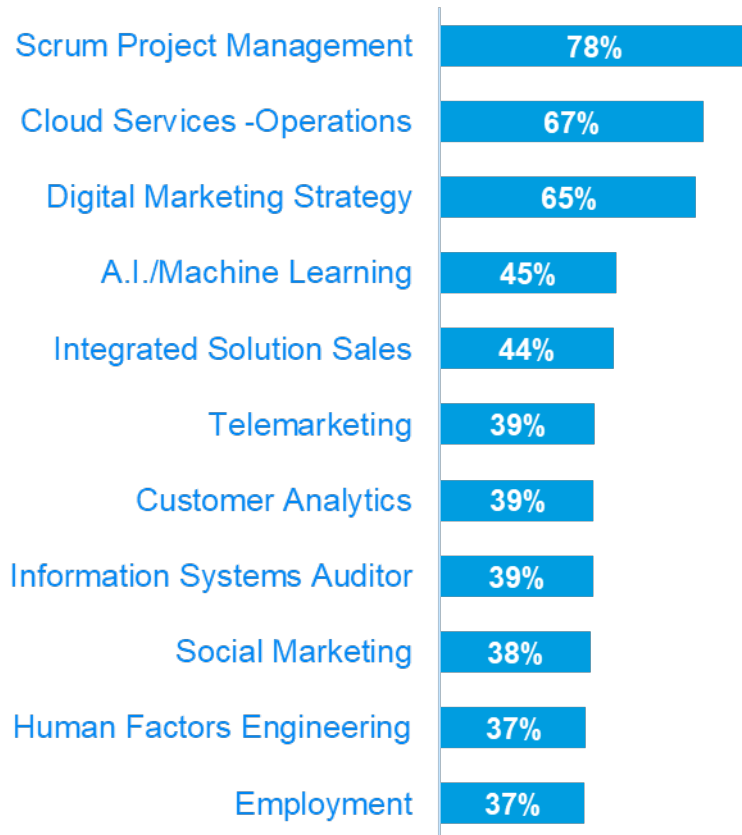
TALENT SUPPLY

War for Talent is intensifying including in the mid-market leading to competition for skills and increasing costs. How effective is your company at building future capability from within its workforce?

EMPOWERING COLLEAGUES

Sharing information with colleagues around their current skills, value of skills and future skills requirements empowers them to take charge of their career opportunities and personal development. Is this something your team would value?

U.S. Top Hiring Roles

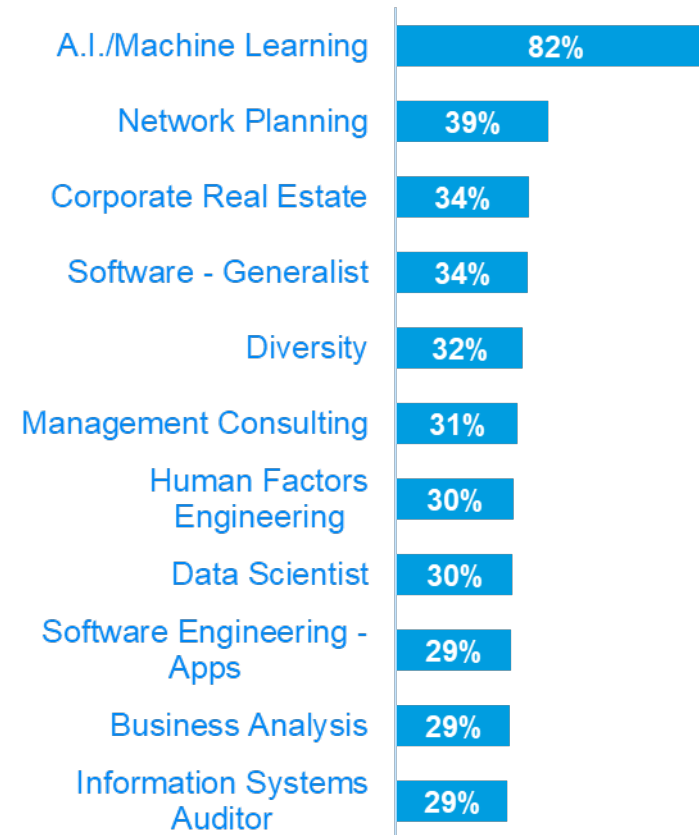


Professional Level Employee Hiring

**Key Tech Roles
Lead U.S. Hiring**

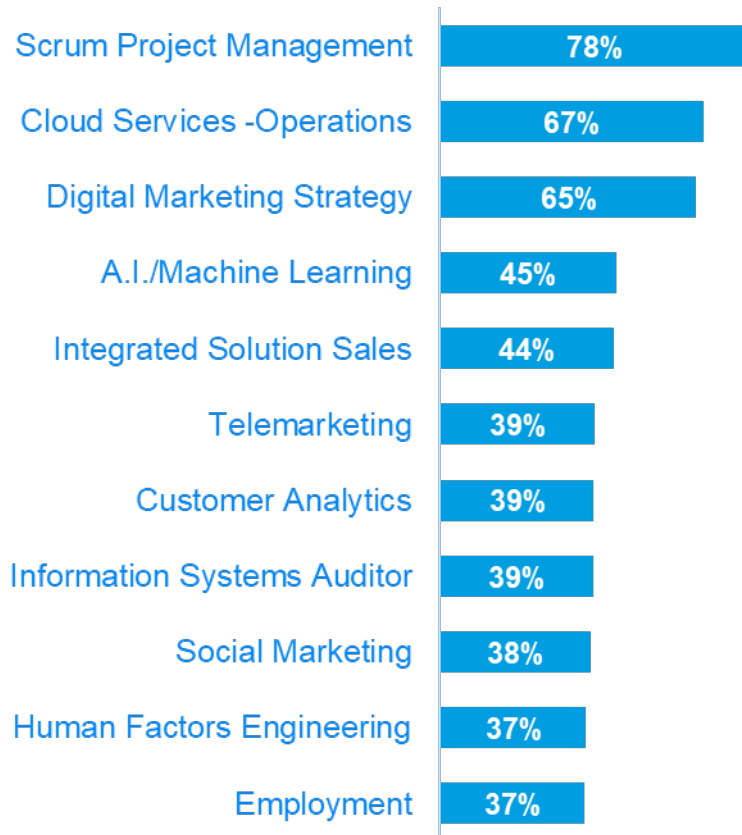
**Pay Rates for New
Hires vs.
“Tenured”
Employees. AI /
ML vastly ahead**

U.S. Highest Pay Premiums (Total Direct Comp)*



*Pay Premium of New Hire Total Direct Comp / Tenured EE TDC

U.S. Top Hiring Roles



Professional Level Employee Hiring

**Key Tech Roles
Lead U.S. Hiring**

**Pay Rates for New
Hires vs.
“Tenured”
Employees Base
Salary**

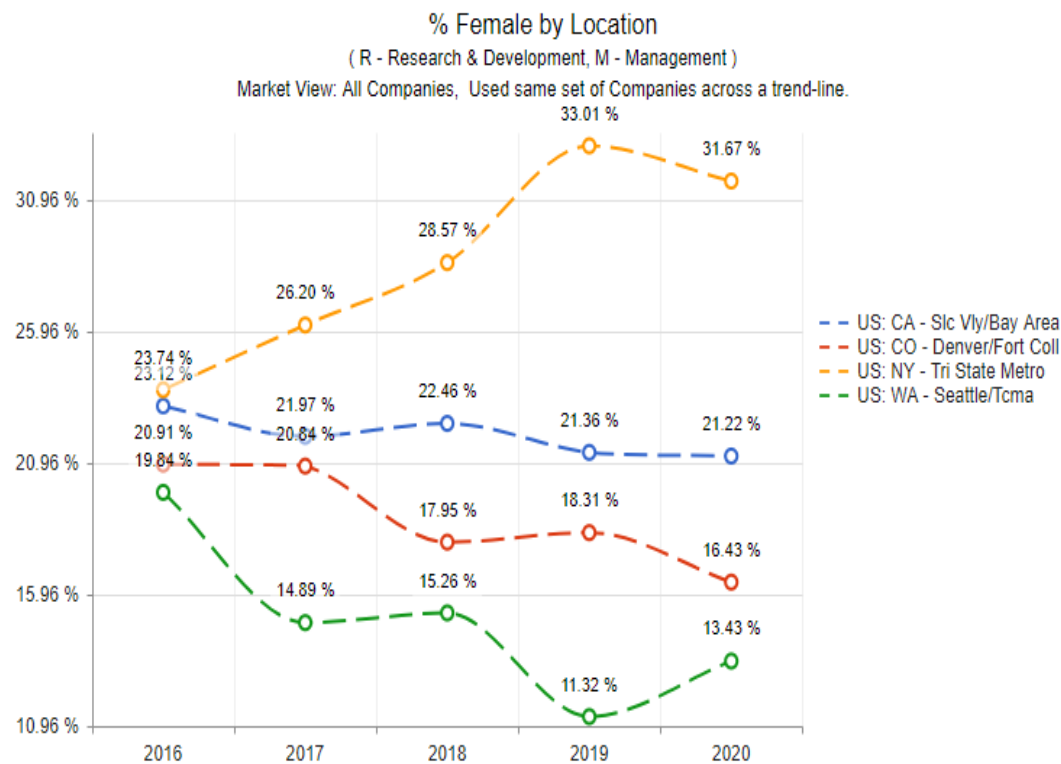
U.S. Highest Pay Premiums (Base Salary)*



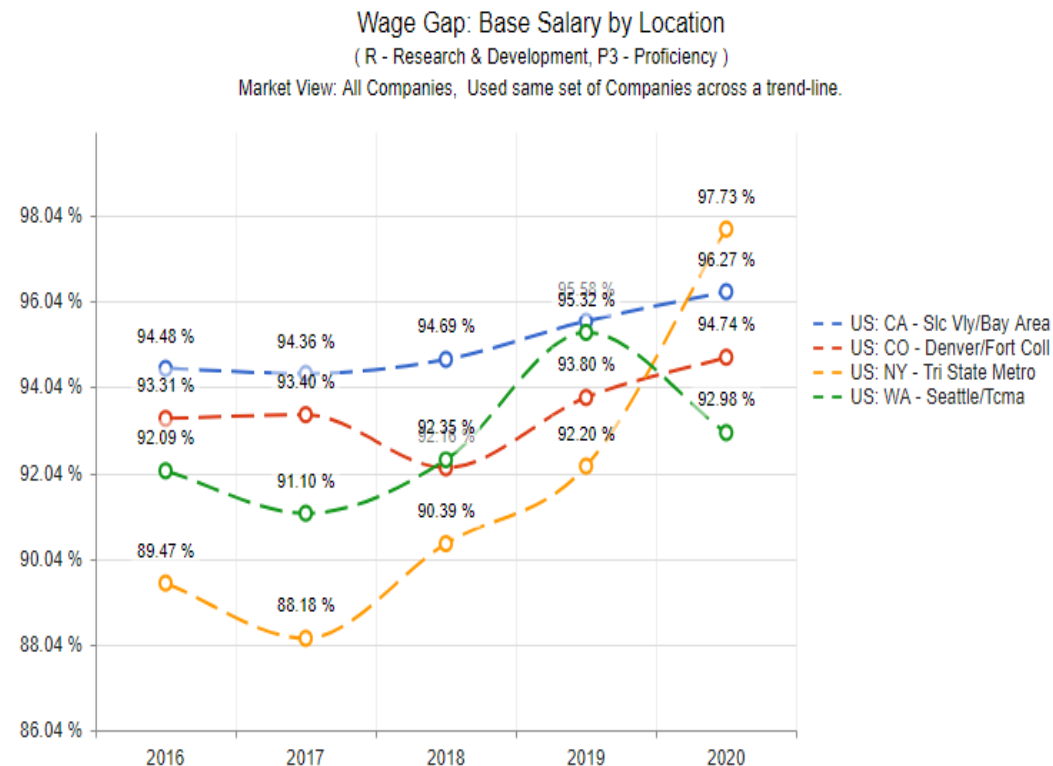
*Pay Premium of New Hire Base Salary / Tenured EE Base

Insights- % Female & Wage Gap by Location

Insights from Mercer's Comptryx



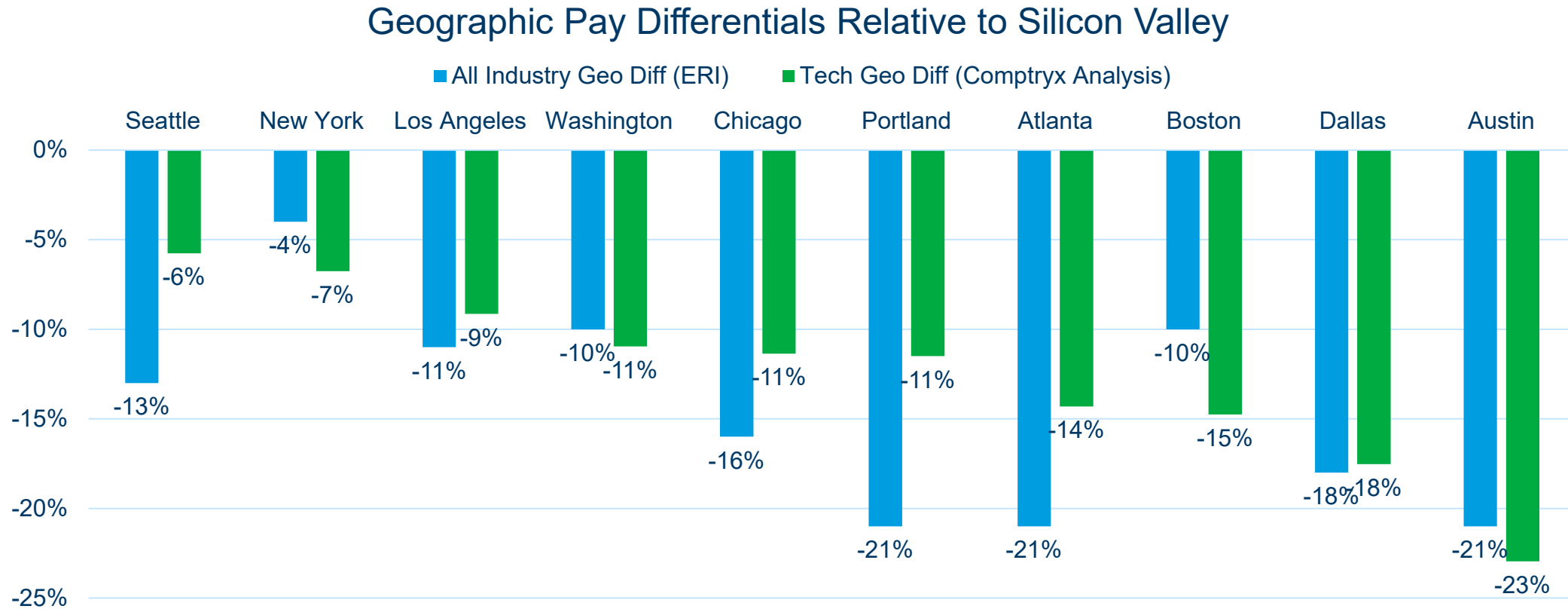
Tri State Metro only one to show growth when compared to 5 years ago.



At this typically most populated level, all locations have closed the wage gap, with the most noticeable impact occurring in the Tri State Metro

What will happen to compensation with more flexible working?

Statistical analysis of Comptryx shows tech tends to pay different to all industries even when it comes to geographic differentials



Traditional talent pools and HR organizations must keep pace, and explore new avenues for sourcing talent

To meet the customer demands being placed on tech companies, organizations require a workforce that's agile and flexible. It's not enough to hire the best: to succeed organizations must also leverage and mobilize existing talent into new roles, departments, or locations. As a result of external forces and internal pressures, the composition of the workforce is, and must, fundamentally change.

57M Americans freelanced in 2018, up 8% in the last four years, and according to a recent CB Insights survey **42% of young workers freelance**.

With statistics like this and the increase in AI / crowdsourcing, HR's objective has to be ensuring the right resources (people / tools) with the right skills are in the right place, at the right time, regardless of who or where they are. HR must ask:

- Who can do the work?
- Who should be doing the work?
- What skills are crucial to our success now? In the future?
- Do we have visibility into the skills currently in our talent pool?
- What are the current skill gaps and how do we plan to close them?

Sourcing Talent

- Access talent inclusively from the full workforce (employees, gig, crowd, automation, etc.)
- Look beyond skill-set and experience, hiring for attitude and soft skills (e.g., creativity, problem-solving, ambiguity, and willingness to challenge the status quo)
- Forecast future capabilities and hire for the future today

Attracting & Retaining Talent

- Increase transparency around career paths and succession planning
- Engage the workforce to drive productivity and growth through rewards connected to work outcomes
- Orchestrate and inspire the workforce experience to invigorate teaming and productivity

Enabling Talent

- Encourage and support cross-functional projects, secondments, and rotations
- Remove internal barriers (e.g., talent hoarding) and silos between teams
- Provide continuous learning opportunities and technical & soft skill development programs

Noteworthy companies



Promotes internal mobility and helps job seekers find jobs that fit their skills and career aspirations. Gloat's InnerMobility matches employees with internal career opportunities such as full-time positions, part-time projects, mentorships, and talent swaps. Gloat's Marketplace provides potential candidates with visibility into what companies are looking for in an anonymous setting.



Simplifies technical requirement by connecting companies with the technical talent they need. Assessments can be created to evaluate internal transfers / new hires, reducing hiring bias by increasing the focus on skills and capabilities. Employers can also conduct hackathons through a 3M+ strong developer community to crowdsource innovative solutions for core-business challenges.



Connects companies with top talent faster thanks to talent insights and hyper-personalization via a single, intelligent platform for every talent experience (interested candidates, employees, brand advocates).

Building DEI starts with the transparency and the opportunity for all employees to grow within an organization

Create a transparent talent marketplace

- Ensure all employees have equal access and visibility to opportunities across the workplace
- Provide visibility to vacancies and stretch assignments, projects, experiences, learning, and mentors
- Talent systems can focus on targeting job ads to underrepresented groups
- AI-enabled tools can help mitigate or eliminate the many biases that crop up during talent decision processes
- It is critical to include a robust skills taxonomy that underpins the system so that employees can identify horizontal, lateral, or diagonal mobility options within the company

Note: Actively work to identify tools that use unbiased, comprehensive data models to ensure systems are not making decisions based on previous biased decisions, or reflect historical organizational practices or injustices

Measure progress

- Make it easy to see and interpret company data trends
- Analytics can help reveal the information a team needs to determine what changes are required and where to focus its future interventions.
- Where possible, employers should be monitoring their internal labor market – tracking leveling, salaries, turnover, representation, and diversity across teams to ensure equality and fairness
- Correlating employee metrics with broader business metrics can help determine where the organization is excelling or lagging in protecting underrepresented groups
- Employee engagement and employee listening tools can help to capture honest assessments of how employees perceive an organization, allowing HR organizations to operate and make changes in a more agile manner

Note: To effectively leverage data, HR teams will also need to evolve their internal skills and capabilities – investing in areas such as data analytics, visualization, etc.

Provide equal opportunity for growth

- Employees should be provided with access to tools and resources that promote career development
- Training and professional development opportunities enable an individual to raise their earning potential and move up within an organization
- Though less commonly used, technology can help a company work with employees to develop their own skills and futures and keep them happy
- Talent marketplace platforms can support an employees' career growth journey, support mentoring, and raise visibility for projects or roles that match an employee's self-identified values, motivations, and skills, so that all employees are supported to reskill for the future and prepare for new opportunities

Note: Employee resource groups (ERGs) also play a vital role in helping employees grow in their career, giving employees in underrepresented groups the opportunity to network, learn new skills, gain exposure to new areas of the business, etc.

Mercer Skills-Edge

Skills Products

More on our market leading products, data and technology. These underpin our insights and expert advisory, but can also be self-serve to augment your current talent practices



Skills Library

A market-derived skill taxonomy - curated by Mercer and mapped to Mercer Job Library - that aligns with our products to address any number of use cases.



Skills Pricer

A self-service offering to select a job and determine the relative market value all skills related to that job. This skill-based market value approach allows organizations to determine what is needed to attract and retain in-demand talent.



Skills Pay Planner

An AI-driven tool designed to arm organizations with intelligent pay at the employee level - based on business strategy - combining skill scarcity and business criticality, along with other business-related employee performance data.



The use of AI in eradicating bias



Get the right practices, programs and processes:

AI & DEI Technology

What is DEI technology?

Numerous technologies exist that can help drive a more inclusive culture and more equality in opportunity, experience and pay.

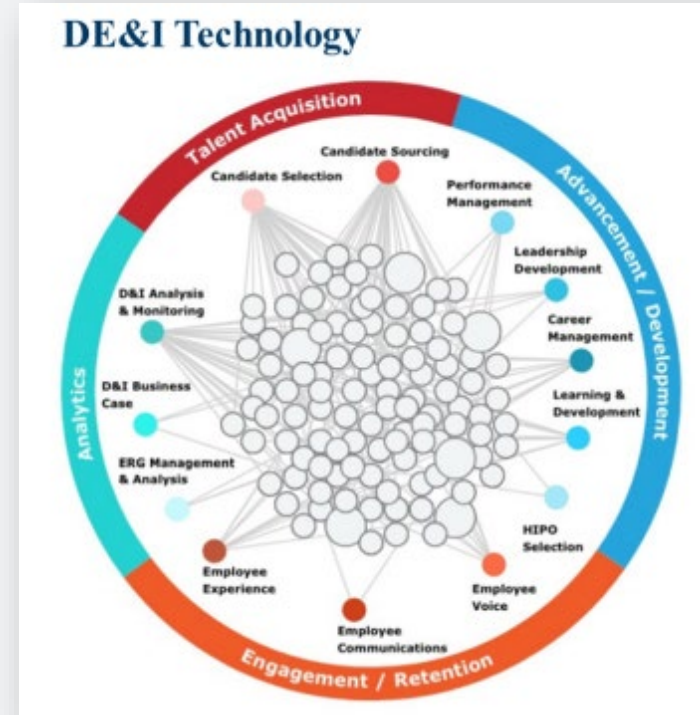
Why use DEI technology?

DEI technology has the potential to be a disruptor to the structural biases (intentional or not) that hide in our processes and behaviors. Applied correctly, technology can enable scalable, consistent decision making while also alerting users to previously hidden patterns of bias.

Potential areas to use DEI technology:

- Data analysis
- Candidate sourcing and selection
- Learning and development
- Talent management
- Employee communication
- Health and well-being

Sample Process:



Measure results and share transparently: Establish DEI/business metrics with linked goals & governance protocols

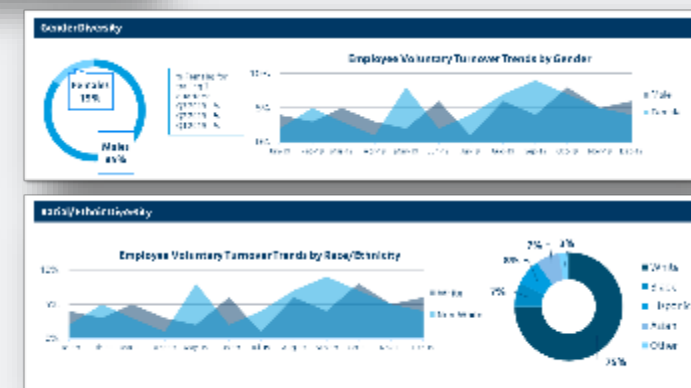
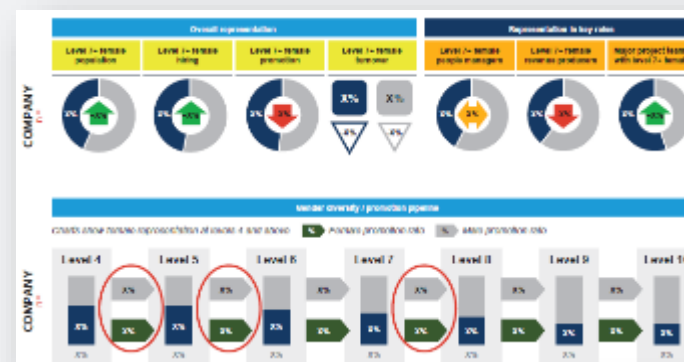
What is a DEI dashboard?

Organizational leaders receive DEI dashboards that include the in-flow, movement and out-flow of our talent in different groupings for each level of the organization sliced by gender and race/ethnicity. The dashboards also break down key metrics such as which type of roles are likely to lead to advancement to higher level roles.

Why have a DEI dashboard?

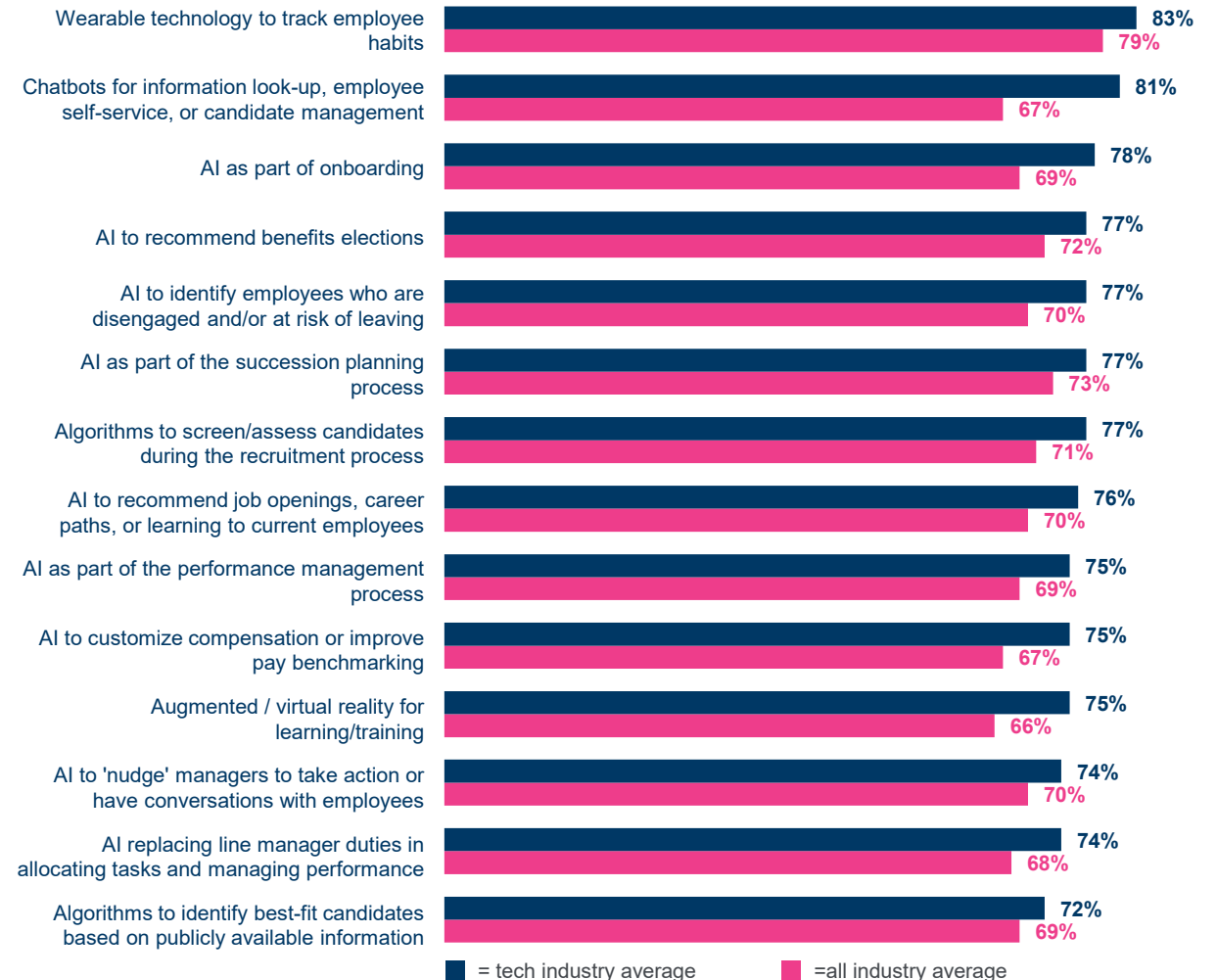
Leaders can review their dashboard and use the data (the hiring, advancement, retention and representation in key roles) to identify specific data-driven actions that will make a difference in the composition of the workforce.

Sample Diversity Dashboards:



Where are companies embracing AI to improve their people processes?

According to Mercer's 2020 Global Talent Trends research, tech employers are already using AI to improve HR's ability to deliver an exceptional employee experience.



AI can reduce unconscious bias

Today, businesses are exploring whether artificial intelligence technology can help reduce bias in hiring and employee valuation. Gartner has found that 23% of organizations already piloting or using AI have been doing so in the HR and recruiting domain.

Case in point

Diversity issues in employment start with the way that jobs are described in ads. For example, Zillow wanted to learn why women and minorities weren't applying for jobs at the company in larger numbers. It used AI to help it to flag language that might be considered insensitive or off-putting to minority groups. It found that its postings were written in a slightly "masculine" tone and suggested wording that added a more "feminine" tone to the postings, such as making them more personal by using the word "you." In 2018, Zillow saw a 12 percent increase in female applicants compared to the previous year.

AI also can support "blind" applicant screening – so that the person in charge of advancing a candidate to the next level won't be influenced by their demographic identity – through redacting the parts of a resume that provide identifying information. Anonymized profiles mean that candidates can be evaluated on their hard and soft skills.

Companies also grapple with the problem of the pay gap that exists between male and female workers and among ethnic groups. Talented employees who feel that their sex or ethnic origin is negatively influencing their ability to advance in a company aren't likely to stay there very long. AI and machine learning technology can help here too, using HR and payroll information to produce data visualizations of insights to help companies understand pay status across departments and even business locations so they can address equal-pay issues.

While AI is beneficial, companies must ensure their AI is ethical

Still, companies should be cautious as they begin to embrace AI to help create more diversity in their organizations. Algorithms can be biased too.

Case in point

For example, one large employer created a machine learning recruiting engine that turned out not to be rating candidates for technical jobs in a gender-neutral way because of the data it used to derive its computer models. The software vetted applications based on resumes the company received over a 10-year period, but its model was learning from incomplete data that compromised the results: Most of the resumes it trained on came from men, since that's who typically applied for technical jobs in the first place.

Tech companies are working to minimize such issues. AI will have an increasing footprint in all aspects of the hiring process, and experts say that by 2025, AI will be significantly integrated into recruiting.



AI is here to stay... but be realistic with your expectations

Until recently, the primary focus of HR technology was to increase productivity and decrease costs. Today, improved technologies are enabling HR teams to solve critical business challenges and lead continuous / performance improvement efforts, directly impacting business outcomes, profitability, and customer experience. AI is fueling HR's transition from administrative to strategic to mission critical

Where is AI already helping HR organizations?

Candidate Engagement

AI can be used to gauge candidate interest, filter responses, automate the sending of emails, answer frequently asked questions, etc.

Scheduling

AI assistance can help to schedule, and reschedule, candidate interviews, performance reviews, team meetings, etc.

Development

Machine-learning algorithms can develop customized recommendations for training, coaching, and other development opportunities

Data Analysis

AI and deep learning can use data to more accurately predict future turnover, employee engagement, training needs, and other workforce trends

As much as AI within the realm of HR can achieve results, the out-of-the-box thinking, people management, human interaction and coaching aspects are crucial and will continue to demand a human touch. The focus of AI activities within HR has primarily been focused on the transactional aspects of the hiring process and candidate experience, but when it comes to improving HR business operations (e.g., payroll, performance management, absence) there is still a long way to go.

Noteworthy companies

mya

Engages with both passive and active candidates with dynamic conversational experiences. Mya leverages natural language understanding and machine learning techniques to deliver a robust and engaging conversational experience through open-ended, natural and dynamic conversations which are used to gather candidate insights and build trust with users.



Utilizes AI, machine learning techniques, and predictive analytics to track successes and failures and learn what kinds of candidates to look for. Arya can also engage with candidates automatically to create a robust pipeline, constantly monitoring and retaining data - providing HR with the fresh data they need to make informed decisions.

Leena AI

Provides employees with an AI-powered HR companion (available on multiple platforms and communication channels) who can instantly answer queries regarding employee information or HR policies, improving employee experience and allowing for personalized employee interactions.

Technology and AI have the opportunity to accelerate DEI and the HR agenda but the transition is not a mere ‘lift and shift’

Takeaway	What Does it Mean for Me
There is no single digital solution for the HR agenda – HR must embrace agility	<ul style="list-style-type: none"> • Companies need to allow HR the ability to ‘fail fast’ in the pursuit of innovation • HR organizations must understand the business issues companies are trying to solve and explore multiple solutions to solve the problem • Don’t waste too much time looking for the perfect solution but be critical – the HR tech landscape will be made up of multiple tools / applications and HR must use feedback & metrics to determine what tools stay and go • Do not get wedded to a specific technology, use pilots to assess the effectiveness and employee satisfaction with proposed tools
HR is focusing more on keeping strategy / standards / process definition centralized, while decentralizing needs identification and learning	<ul style="list-style-type: none"> • HR is able to focus more time and effort on future thinking, strategy definition, employee experience, culture, and ensuring organizational standards are maintained • Needs identification is being placed closest to those who need it, making it easier and faster for people to get the knowledge, skills, and abilities they need to be successful • The ability for the organization to collaborate and communicate is critical to making this happen, there are plenty of HR tools / applications that can help break down silos and increase the organization’s ability to respond to the speed of change
New skills are needed across the enterprise	<ul style="list-style-type: none"> • The business needs to focus on soft skills that will enhance deep product knowledge, working to create a better customer experience • HR needs to embrace data and STEM skills, they must have the ability to gather, analyze, interpret, and communicate all the data that is being put in front of them via new technologies
Explore AI in proven areas but don’t try to force AI when it is not practical	<ul style="list-style-type: none"> • AI can really help HR organizations when it comes to engaging with candidates / employees, eliminating transactional activities, and gathering and analyzing data • Until more robust capabilities exist, use of AI for activities that require a higher touch or in areas that are critical to employee experience (e.g., Payroll) should be approached with a critical eye

Technology is paving the way for growth, but organizations must ensure they are creating an environment that is capable of taking action on insights

Digital transformation is a priority but soft skills are the key to success



What you do matters... ethics are taking priority



The employee experience reigns supreme



Talent pools are shifting and HR must keep pace



AI capabilities are expanding but expectations must be tempered



The future is about action



DEI and Skills – company examples



Apple is making racial equity investments, including a Detroit developer center and HBCU tech hub

The Apple Developer Academy in Detroit is the “first of its kind in the US” and is based on similar academies it has launched in other countries.

- Apple selected Detroit because it has a strong Black entrepreneur and developer community, with more than 50,000 Black-owned businesses
- The academy will focus on young Black entrepreneurs, creators, and coders
- It will offer training in iOS app development
- It will offer a 30-day program that introduces students to what it means to be a developer
- From there it will offer an intensive 10- to 12-month program meant to help aspiring developers gain relevant skills to get tech jobs or start their own businesses
- Apple expects the academy to teach around 1,000 students each year

In Atlanta, Apple is partnering to help launch the Propel Center, a tech-focused hub for HBCUs.

- Educational courses will include everything from A.I. and machine learning to entrepreneurship, with “experts from Apple” helping develop curricula
- It will be located in the Atlanta University Center that links four HBCUs
- Apple and Southern Company, an Atlanta-based energy giant, will each contribute \$25 million

Apple also announced a number of new grants and investments.

- Giving \$10 million with Harlem Capital, a VC firm with the goal of investing in 1,000 diverse founders over the next 20 years
- Giving \$25 million in Siebert Williams Shank’s Clear Vision Impact Fund, which is focused on minority-owned businesses
- They are also launching grants for HBCU engineering programs and is expanding its scholarship program with a focus on underrepresented communities, in addition to a Faculty Fellows Program to support HBCU educators



Facebook is looking to boost its diversity long-term by increasing the amount of minorities and women interested in technology

TechPrep

TechPrep was created for parents, guardians and learners who want to understand more about computer science (CS) and programming and to motivate people from all backgrounds to pursue careers in tech. The belief being that with exposure and access, parents, guardians, and other influencers can enable their children and learners can gain the skills they need to have a technical career.

TechPrep was created after a study revealed:

- **Black and Hispanic learners had great self-confidence about their own potential despite their underrepresentation in the industry** – 50% of Blacks and 42% of Hispanics say they would be good at working with computers, compared to 35% of Whites and 35% of Asians
- **A majority of parents say they do not know how to help their child pursue computer science** – in aggregate, 77% of parents/guardians say they do not know how to help their child pursue studying computer science.
- **This percentage increases to approximately 83% for lower income and non-college graduate parents/guardians** – lower awareness of CS in Blacks and Hispanics is driven by lower access to both people and programs, compared to Whites and Asians, and is a major driver of Black and Hispanic drop-off when pursuing programming as a career path

Elevate

Elevate is a community and learning platform created to accelerate the growth of entities of color and celebrate creators who break barriers and turn dreams into realities.

Its mission is to increase economic success for minority businesses, nonprofits, marketers, community leaders, students, and job seekers by providing free marketing education, mentorship, and support.

They curate and host dynamic programming that provide expertise not only on Facebook products, but on overall digital marketing and branding strategies.

Elevate was created in 2018 by Facebook employees of color with a passion to educate, build and empower communities, with the goal of:

- Improving participants online presence and brand awareness
- Grow revenue streams through increased sales or services
- Achieve greater impact within their communities

Facebook University

Facebook also launch Facebook University, which is essentially an internship program for freshmen and sophomores. While the program is open to all, it is specifically targeted to underrepresented minorities. One of the goals of the program is to get more female and minority college students interested in computer science.

The program accepts students in five areas of study:

- **Engineering** – Engineering interns go through three weeks of mobile development training in iOS or Android, then spend five weeks getting hands-on experience in a small team setting
- **Operations** – Operations interns work in non-engineering roles across the company to ensure that our technology is safe and enjoyable for everyone who uses Facebook
- **Global Marketing Solutions** – Global Marketing Solutions interns are trained in consultation, education and learn how to support small and medium-sized businesses drive results
- **Analytics** – Analytics interns learn about roles in data engineering and data science then get hands-on, mentor-guided experience working on data-intensive analysis
- **Product Design** – Product Design interns spend a week in training then get seven weeks of hands-on, mentor-guided experience working on interaction design and visual design

Slack's Next Chapter program creates a partnership for change

Justice reform in America has never been more vital to our country's health or more urgent than it is today. There are 2.3 million incarcerated individuals in the US, who together make up 20% of the worldwide prison population. When formerly incarcerated people are released in America, they're confronted by a harsh and unforgiving job market, with unemployment rates nearly five times as high as those faced by other job seekers.

Talent is Everywhere. Opportunity is Not.

In 2018, Next Chapter was established in partnership with Slack, to create pathways for formerly incarcerated individuals to obtain gainful employment in the technology sector. Next Chapter has begun helping to break down the stigma surrounding those with a criminal record- effectively creating new workforce opportunities for the reentry community.

Recruitment

Next Chapter sources candidates from community, non-profit, and education partners. Candidates are selected through a six-step rigorous interview process.

Education

After candidates are selected, apprentices receive a stipend and scholarship to attend the software engineering immersion program at Hack Reactor.

Real-World Onsite Experience

After successful completion of Hack Reactor, candidates are placed with their host company for an onsite engineering apprenticeship.

Cultural Onboarding

Next Chapter staff supports individual apprentices through mentorship and reentry services. Next Chapter also supports host companies to ensure departments are equipped to support individuals returning from incarceration.

Providing a critical investment in the skills and potential of formerly incarcerated people and working closely with employers to shift how they work to be more equitable and welcoming are key to Next Chapter's success.



DEI Persona Analysis

High tech / 25,000 employees

Challenges

- CHRO directed HR team to conduct data analysis to better understand the needs of their population.
- The HR team was very lean and lacked the resources and expertise to do the work. Instead Mercer was able to provide a cost-efficient option through persona analysis.
- CHRO and DEI officer had interest in drilling down deeper into persona work to better understand opportunities to focus DEI efforts in benefits by race.

Actions

- Our expertise in this area gave us an opportunity to support an immediate need.
- Client provided race and gender information from HRIS platform to leverage within persona analysis for additional observations.
- Mercer provided benefits participation insights by race within and across personas, including:
 - Black/African American colleagues earning fewer wellness incentives and had lowest clinic attribution rates
 - Hispanic/Latino colleagues had higher loan usage and hardship withdrawals in 401(k)
 - White colleagues had higher ESPP enrollment

Results

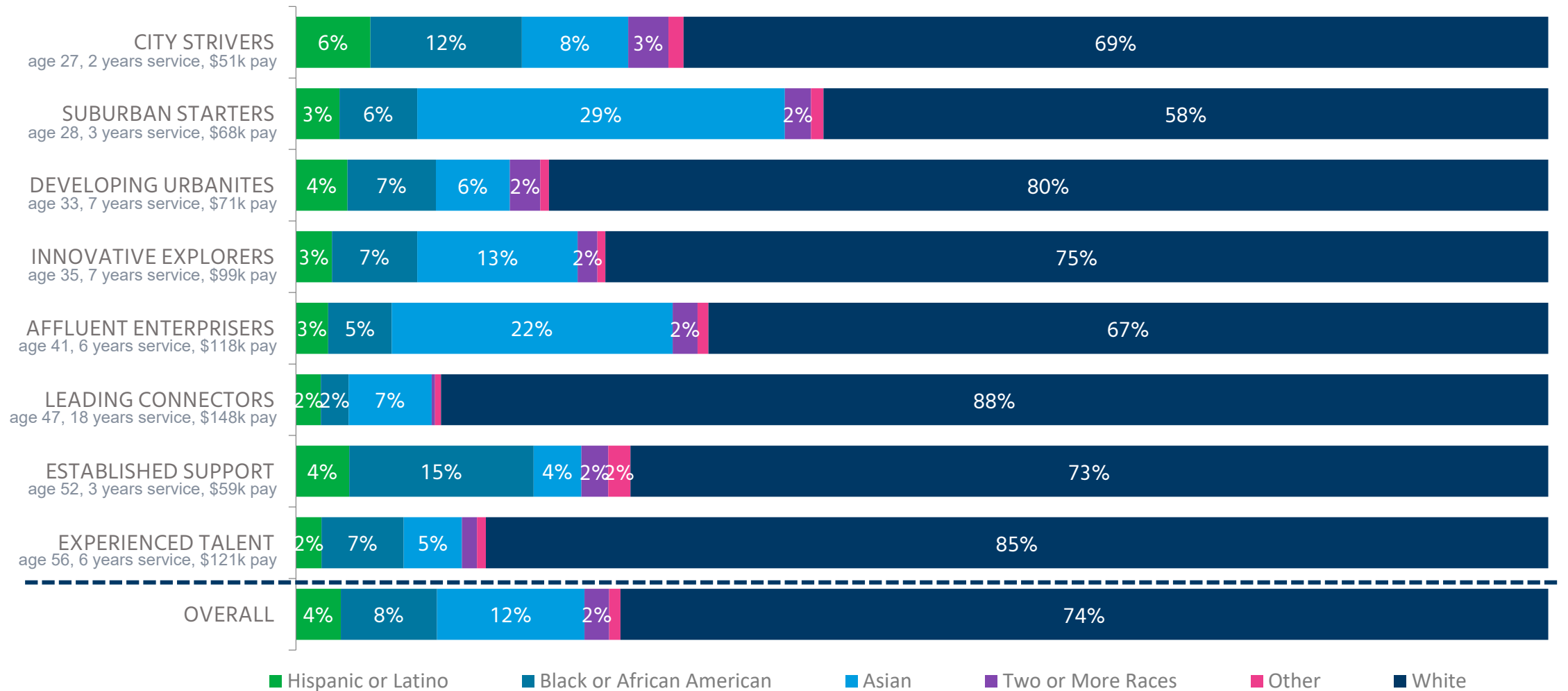
- Company will leverage findings from work to have discussions with employee business resource groups.
- Mercer is recommending digital focus groups to further explore what is driving benefits use differences.
- The value of using data to explore workforce behaviors and outcomes has increased in importance within the organization, and they are soon implementing a data warehouse to further take advantage of data insights.

Client has a better understanding of opportunities to focus DEI efforts within benefit programs

Persona results

Race

Keep in mind that personas vary in size – the OVERALL line shows the racial diversity of the population overall. While 15% of **Established Support** identifies as Black or African American, for example, that is significantly fewer people (166) than 12% of the City Strivers who identify as Black or African American (486).



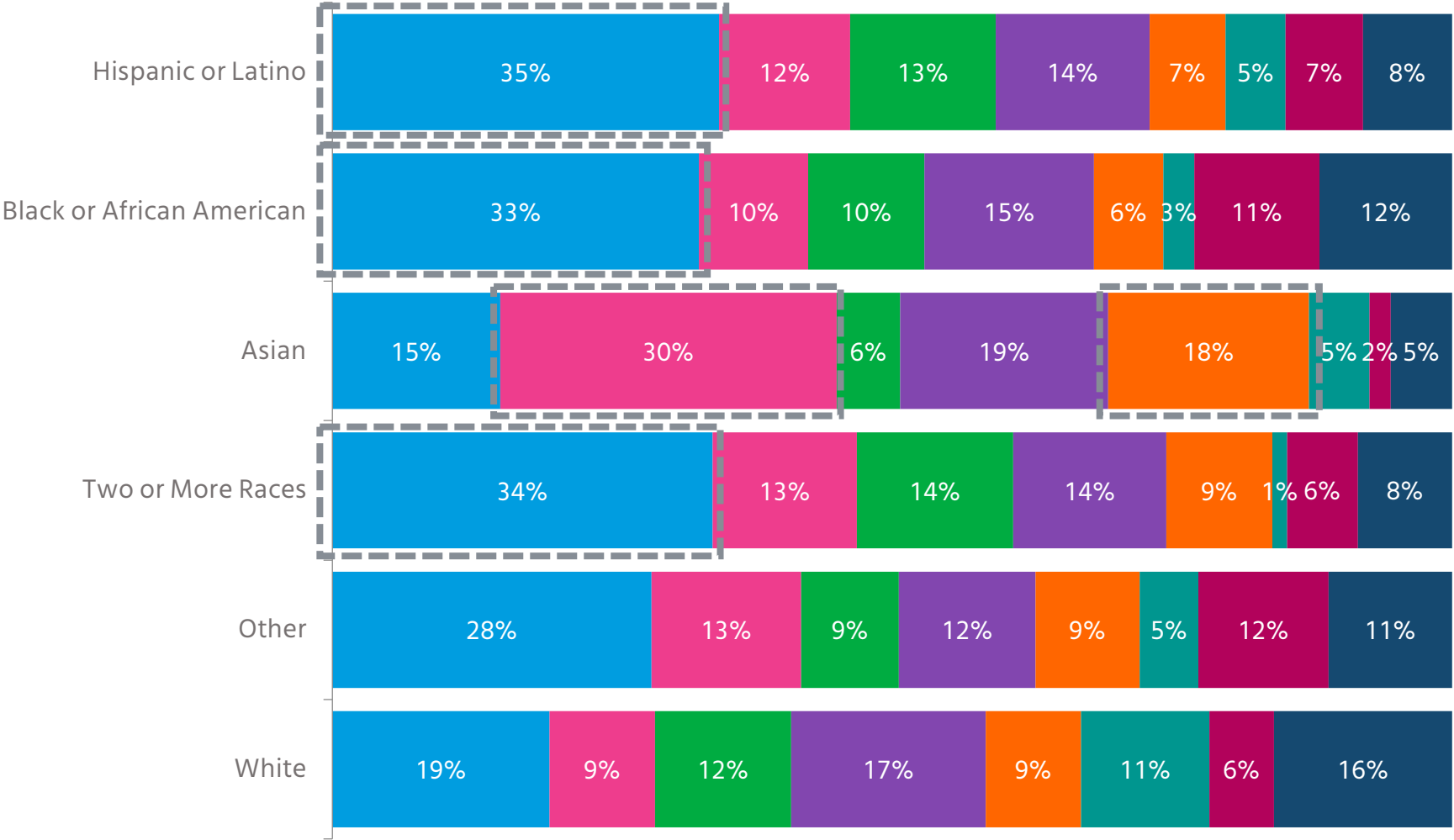
Persona results

Race

Some personas exhibit higher representation among certain races than others, though each race exists in each persona.

A significant portion of your Hispanic, Black, Asian, and Two or More Race associates are in the two youngest personas. To retain and grow these associates, be mindful of engagement methods, program options, and potential healthcare inequities.

- CITY STRIVERS**
age 27, 2 years service, \$51k pay
- SUBURBAN STARTERS**
age 28, 3 years service, \$68k pay
- DEVELOPING URBANITES**
age 33, 7 years service, \$71k pay
- INNOVATIVE EXPLORERS**
age 35, 7 years service, \$99k pay
- AFFLUENT ENTERPRISERS**
age 41, 6 years service, \$118k pay
- LEADING CONNECTORS**
age 47, 18 years service, \$148k pay
- ESTABLISHED SUPPORT**
age 52, 3 years service, \$59k pay
- EXPERIENCED TALENT**
age 56, 6 years service, \$121k pay



A few benefits participation insights by race

Personas allow us to better isolate differences in benefits elections by race

Each persona is developed based on age, service, pay and household income (for their home zip code)

This means that individuals within each persona are all similar based on these four variables

Therefore, comparing by race WITHIN a persona isolates race as the differentiating variable

Associates who identify as **Black or African American** had:

- Least percent earning Health Living with Rewards dollars in 2020 across all personas (ranging 10-30% less than others)
- Lowest clinic attribution rates for most personas (Suburban Starters through Leading Connectors)
- Affluent Enterprisers have significantly lower medical enrollment (70%) and family coverage (27%)
- High loan usage (2-3x times higher than overall, Developing Urbanites at 31%) and highest hardship withdrawals (2-5x higher than overall, Developing Urbanites at 19%) among all personas

Associates who identify as **Asian** had:

- Lower 401(k) participation in City Strivers and Suburban Starters

Associates who identify as **Hispanic or Latino** had:

- Similar Bind elections overall, but those within the Established Support persona had much higher enrollment in Bind (14%)
- Higher loan usage and hardship withdrawals in 5 of the 8 personas, which do not include the two youngest personas

Associates who identify as **White** had:

- Higher participation in ASPP in most personas

Case Study

Leading technology employer

Industry: Technology

Challenge: Rapidly growing technology company looking for support in creating a fundamental levelling framework ensuring all reward and career offerings are aligned to the market, while also building and implementing a DEI strategy that fits their current and future structure and organizational culture. The company's ambition is to be diverse, international, open, inclusive and transparent. They also wished to avoid unconscious bias, and attract and retain all talent and skills

Actions:

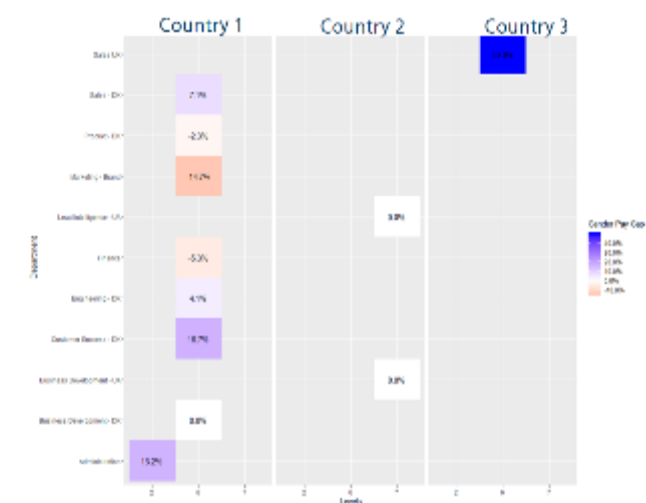
- Supported the client in designing and building a levelling framework for the entire organization considering both current and future needs of the company.
- Understanding what the company data told us about the current state of the workforce and identified potential gaps with regards to gender and age equality related to pay.
- Conducted a Gender Equality Analysis to analyze the current workforce situation and identify touch points and uncover areas of potential bias. The analysis included 3 countries and consisted of the following parameters: Pay, gender, job level, age and nationality.
- Conducted DEI strategy workshop with the Executive Management team to help them understand how to integrate good DEI practices across Compensation, Recruitment, Talent Management, Culture and Accountability.

Key Findings:

- Analysis of the workforce data identified that a gender pay gap exists and increases with age across 2 of the 3 countries. Mercer Identified Top 4 departments with largest percentage pay gap ranging from 50% to -14.7%.
- The DEI strategy workshop helped to identify a culture of title inflation.
- Need for implementation of inclusive global HR best practices

Sample deliverable across countries

Gender pay gaps in same levels across departments



ERGs 2.0 – the new wave

Bringing diversity to the ERG philosophy



Source: publicly research findings

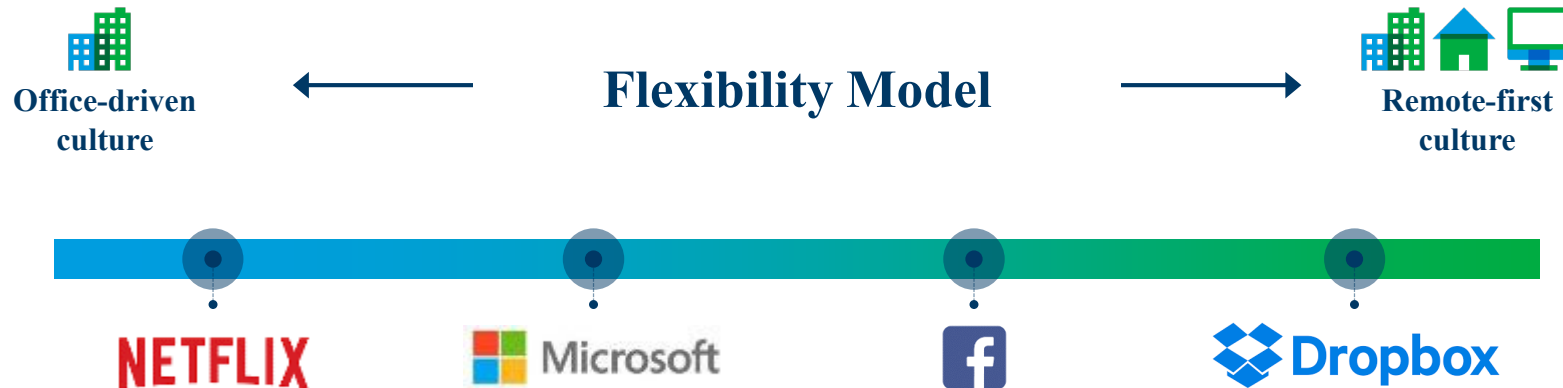
The evolution of innovation post COVID



The future of work is flexible

89% of Tech employers expect workers to be remote at least 1-2 days per week going forward

* based on 2020 Mercer COVID Global Survey #6 (Global High Tech)



Source: Public company disclosures

87% of Tech respondents are expressing some anxiety about returning to the workplace

* based on 2021 Mercer COVID Global Survey #2 (Global High Tech)

How companies plan on returning to work varies...

12%

All or most of onsite employees will be expected to return at a given date

27%

Prior to full return, there will be a phase-in period (onsite at least 1-2 days)

23%

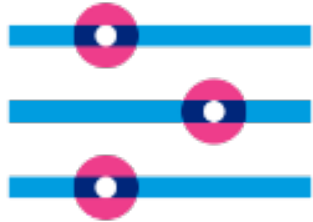
Prior to full return, there will be a phase-in period (onsite at least 3-4 days)

38%

We are moving to a flexible schedule in which all or most employees can choose where they work

* based on 2021 Mercer COVID Global Survey #2 (Global High Tech)

Three critical questions to drive flexibility at scale



What flexibility is possible?

Assess jobs across the five dimensions of flexible work



What flexibility is desirable?

Understand leader and employee attitudes and preferences



What flexibility is sustainable?

Assess need for change to policies, programs and infrastructure

In a hybrid model, the employee experience must be elevated and companies must evolve how they provide for their employees



Ensuring employee safety as companies pursue a return to onsite working

Limiting use of public transportation	<div><div></div></div> 89%
Placing regulations on employer-provided transportation	<div><div></div></div> 83%
Requiring masks to be worn at all times	<div><div></div></div> 68%
Requiring masks to be worn when in common areas	<div><div></div></div> 64%
Placing regulations on elevator capacity	<div><div></div></div> 53%
Limiting the number of common areas, including cafeterias and break rooms	<div><div></div></div> 47%
Decreasing capacity to a specific daily percentage	<div><div></div></div> 47%
Limiting visitors to the workplace	<div><div></div></div> 15%
Limiting in-person meetings or limiting the size of in-person meetings	<div><div></div></div> 11%

Providing extra benefits or programs to reduce stress or to raise employee morale

- 59%**
Encourage the use PTO to refresh/recharge
- 50%**
Offer meditation or relaxation apps or classes (1.4x)
- 43%**
Offer physical well-being apps or online classes
- 41%**
Promote workstyle changes (e.g., no-camera days, no-meeting days, walking calls) (1.8x)

Expanding access to or encouraging employees to seek behavioral health

- 56%**
have Introduced employee-facing webinars on mental health issues (1.2x)
- 33%**
have added tele-therapy to other covered telemedicine services
- 31%**
have introduced programs that allow members to text with a therapist (1.8x)

Reducing bias is a priority for Tech companies, but leaders have to ask “Are we doing enough to support diverse employees on a day-to-day basis?”



DEI strategies are needed to drive progress...

say: 83%

of Tech organizations say they are focused on improving DEI

do: 40%

of Tech organizations have a multiyear DEI strategy

hold an organization accountable...

1 in 3

Tech organizations do not have formal goals associated with DEI

1 in 5

Tech organizations have executive comp targets tied to diversity

and make marked improvements

1 in 2

Tech organizations are tracking gender-specific health needs

1 in 3

Tech organizations have talent strategies in place for high potential women and fewer (12%) have talent strategies for people of color

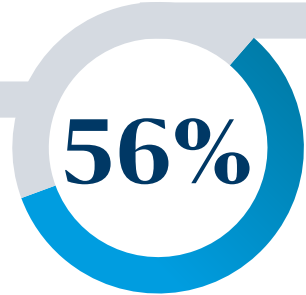
Building a thriving, diverse workforce

Taking a systems view



Mercer Global Talent Trends 2021: High Tech

01/ Focus on futures

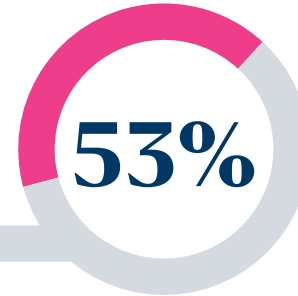


of organizations report ESG (environmental, social and governance) as a crucial focus for 2021

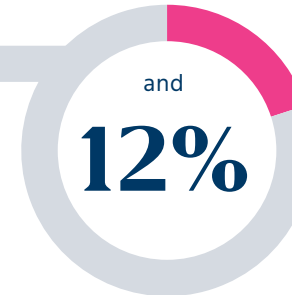


will be investing sustainably.

02/ Race to reskill

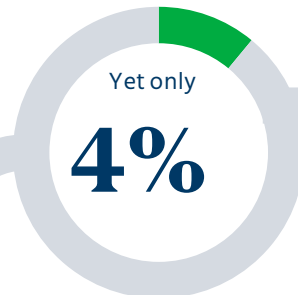


of organizations are identifying new skills needed for their post-COVID operations,

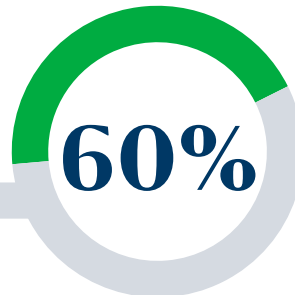


have started their "pay for skills" journey.

04/ Energize the experience

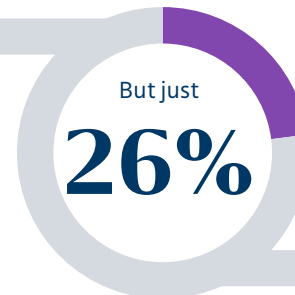


are open to phased retirement — a critical aspect of lifestyle flexibility.

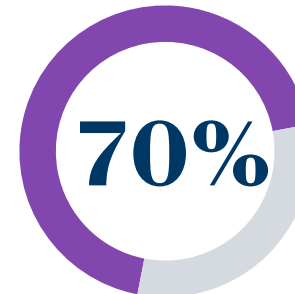


of companies plan to reinvent flexibility — a core part of transforming the employee experience.

03/ Sense with science



help executives balance economics and empathy by sharing data on the impact cost decisions have on health and engagement.



of organizations already use or plan to improve employee health and well-being analytics.

Top 3 HR priorities



Accelerating programs & policies that enable employees to adapt to new ways of working



Transforming the HR operating model to be more agile



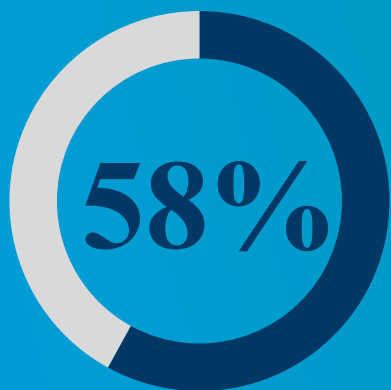
Hard-wiring culture into workforce transformation plans

What factors are driving changes to talent priorities for Tech companies?

Companies are experiencing accelerated growth but are struggling to adapt to the speed...

8x

more likely to *expect 2021 revenue to increase in excess of 30%*



of employees feel *there are too many priorities*, which are distracting people – 1.3x higher than the all industry average

... as a result, the employee experience has changed and employers must respond.

Most highly-impacted areas of the employee experience



Market leaders have responded with alacrity and are reshaping the talent landscape and employee experience within their organizations

Creating a trusting and high-performing employee experience

93%

are enhancing *flexible working policies and practices*

86%

are moving toward a *more asynchronous work environment*

77%

are engaging employees to *uncover what is most relevant to different personas*

Refocusing diversity, equity, and inclusion efforts

1.5x

more likely to *evaluate the impact of workforce transformation/rightsizing* to assess the impact on DE&I goals

1.4x

more likely to *examine how the pandemic impacted diverse employees* to inform future workforce strategies

86%

are *increasing visibility for specific populations* through networking/mentoring activities

Supporting employee welfare and wellbeing

84%

are *increasing alignment* between HR processes/policies and culture

56%

are *adding benefits* to address mental or emotional health issues

1.5x

more likely to *provide training to managers* on how to spot mental health issues

Moving forward, successful tech companies plan on harnessing the power of a remote and increasingly diverse workforce

To accomplish this, employers are building competencies that enable distributed working...

- 1 Adaptability/growth mindset
- 2 Collaboration
- 3 Self-management/prioritization
- 4 Inclusive, empathetic management

... while evolving talent management and talent development strategies to meet the needs of a hybrid workforce

3 in 4

have, or plan on, making it *easier to loan and/or share talent internally*

1.5x

more likely to *embrace virtual strategies for internships, job shadowing, mentorships*

1.3x

more likely to *adopt skills-based talent strategies*, such as pay-for-skills



What this means for the Tech industry...

Demand for cloud capabilities, streaming services, gaming, etc. has exploded, driving significant growth in the Tech industry which is testing a company's ability to scale at speed.

Tech employers are evolving their employee experience, rewarding innovative talent and incentivizing digital skill development, increasing focus on wellbeing & inclusion and establishing a seamless digital workplace.

Successful companies must embrace new ways of working (i.e., digital-first operations) and develop flex working models, processes, and policies that enable asynchronous, virtual work.

To enable agility and innovation, companies are revectoring the organization, moving to flatter organization structures and leveraging success metrics and incentives to drive sustained changes in behavior.



Accelerating diversity, equity & inclusion (DEI) in benefits



Diversity
Balancing representation



Equity
Designing to ensure access



Inclusion
Fostering belonging



Bridge the “say/do” gap and increase employee engagement

Support all unique employee needs

Understand the effectiveness of current benefits in meeting the unique needs of diverse employees, and take action to address any gaps

Ensure that benefits are inclusive

Across all benefit programs, the design, policies and experience are intentionally inclusive of all employees and family structures

Link into organizational initiatives

Take action in benefits to support other initiatives related to workforce diversity, pay equity, inclusive culture, etc.

Ensuring your benefit programs are consistent with your firm's diversity, equity & inclusion mission

What are your firm's diversity objectives?



Are you retaining and developing diverse talent in your organization?

Gender

Age

**Race /
Ethnicity**

Disability

LGBTQ+

**Veteran
Status**

**Socio-
economic
status**

Are flexible working policies supportive across DEI segments?

Do you have Centers of Excellence for gender-based health issues?

Can retirees come back to work full- or part-time without losing benefits?

Do retirement plans address different work arrangements (flex, service breaks)?

Do health benefit providers address disparities in health outcomes?

Does your employee assistance program (EAP) and other vendors have information specific to racial and ethnic minorities?

Do you have Centers of Excellence for relevant treatment and conditions, such as: rehabilitation, substance use disorders, durable medical equipment and disposable supplies?

Do your retirement benefits support same-sex partner beneficiaries?

Does your medical coverage policies include gender affirmation services and inclusive family benefits?

Do you provide focused behavioral health services on specific topics relevant to veterans?

Do you provide support for on the job training for veterans new to the civilian workplace?

Do you monitor financial wellness or savings rates by demographic segments?

Are your communication and engagement strategies enabling your DEI strategy to engage your workforce?

Diversity, Equity & Inclusion Audits and Workforce Analytics can help organizations assess these issues

Why Global Minimum Standards Matter

Greater demand for inclusive benefits from a pressured, diverse workforce

Global companies are striving to deliver a differentiated, value-driven employee experience for their employees everywhere

“I feel safe and cared for.”

- What are we doing to protect employees and their families from adverse health outcomes?
- How are we creating workplace safety for our trans employees in countries where their sociocultural circumstances can be challenging?
- How are we accounting for employees in high-stress jobs (e.g., content reviewers)?

“My needs are being met.”

- How are the needs of employee sub-populations being met by the existing outlay of family and mental health benefits?
- How are leaders and people managers prioritizing the needs of trans employees and providing resources to support their unique needs?

“I am productive at work.”

- Are there adequate health resources accessible for employees, so they can focus on doing their best work?
- Do we have policies & programs in place that empower people managers and employees to attend to transgender, fertility and mental health challenges in a timely way?



“I want to work here.”

- What are the unique drivers of behavioral health and family wellbeing in our workplace?
- What are we doing in our company to destigmatize trans health needs within the social context?
- Are we signaling the importance we give to trans individuals, family well-being and mental health in our employee value proposition?

“My workplace invests in my well being.”

- Are we getting the most value for our spending on maternity, fertility and behavioral health services and benefits?
- How can we address trans health benefits in a consistent way globally to improve employee experience and our employer brand?

Global Behavioral Health Strategy: Why it matters

COVID-19 has stressed an already pressured system

Issues with current
mental health service
delivery



Mediating factors
due to COVID-19



Increased impact to
employers &
employees

**Mental health issues
are on the rise...**

41%

of employees have experienced
mental health symptoms caused, or
worsened, by work this year

30%

of employees are not telling
anybody about their mental health
concerns

**and mental health impacts are being felt differently across
workforce segments...**

Men are more likely to keep
work-related mental health
problems to themselves:

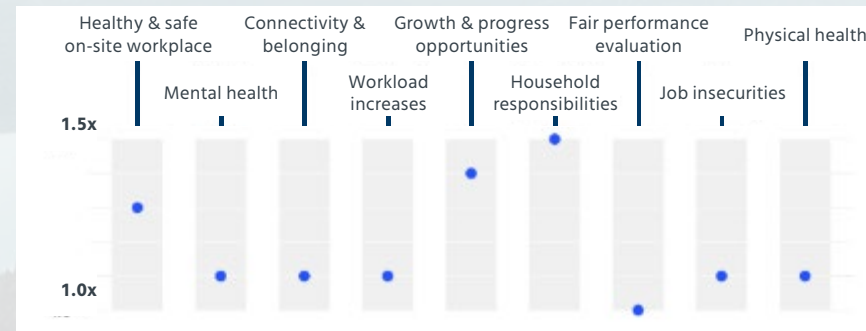


Men



Women

People of color are more likely to report acute
challenges during the pandemic ⁽¹⁾



Likelihood of diverse respondents citing a 'significant' challenge
during the COVID-19 crisis vs. non-diverse respondents

**but there are signs of hope
as we move into 2021**

76%

of employees say colleagues are considerate
of their mental wellbeing, and a further 69%
believe the same of their managers

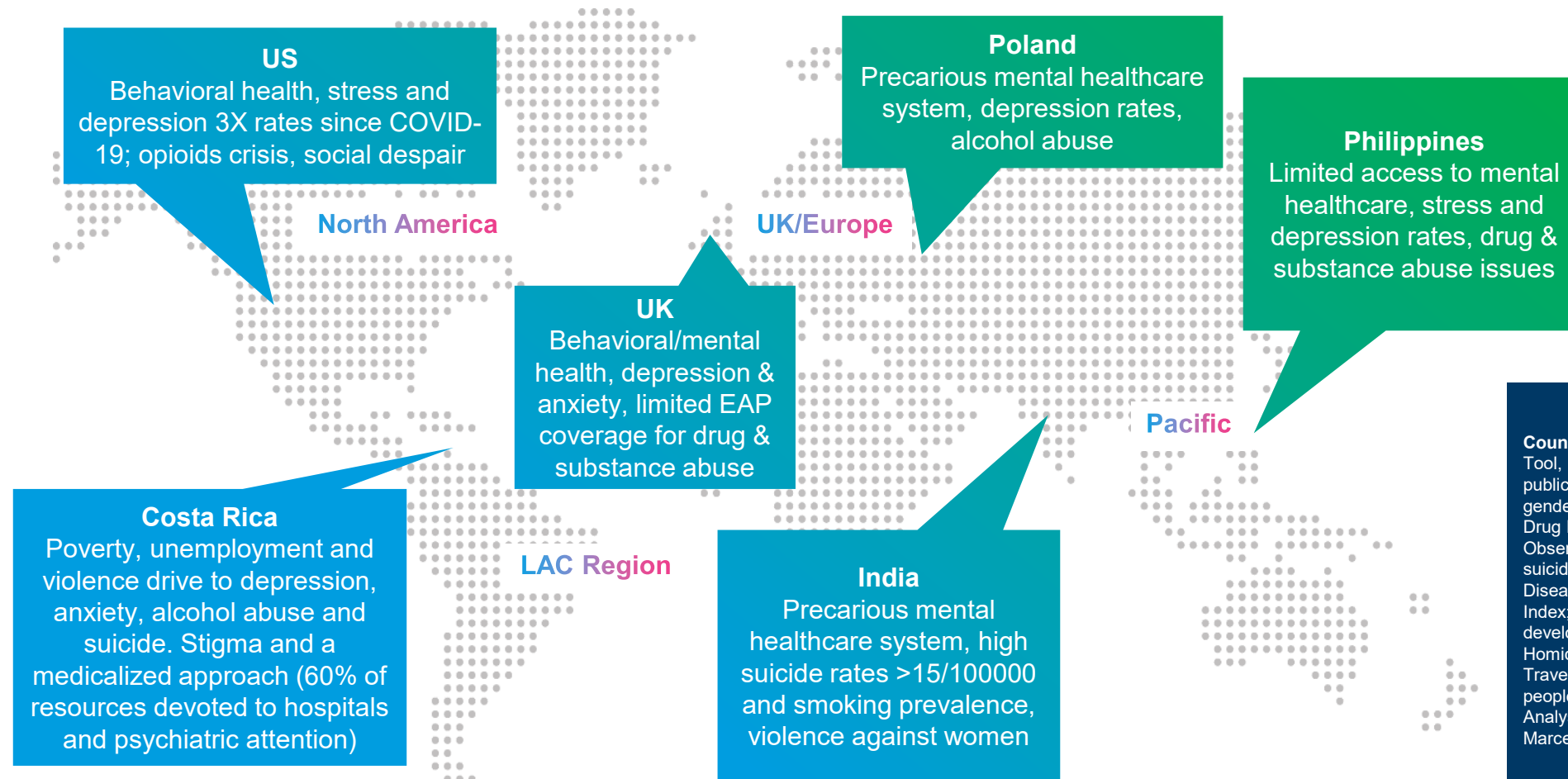
63%

of employees say their organization supports
their mental health, ▲ 8% over pre-pandemic
perceptions

Source: Mental Health at Work 2020 Report, BiTC

A global health strategy: why it matters

A look at different countries (Mental Health)



Country issues: Mercer Global Diagnostic Tool, multisource data from official and public entities WHO reproductive health, gender violence report World Drug Report 2015; WHO Global Health Observatory data repository, estimated suicide rates; IHME Global Burden of Disease 2015 study Healthcare Quality Index; Mercer global inclusive benefits development experience from 2014-2020 ; Homicide of Lesbians, Gays, Bisexuals, Travestis, Transexuals, and Transgender people (LGBT) in Brazil: a Spatial Analysis, Wallace Góes Mendes & Cosme Marcelo Furtado Passos da Silva.

In order to truly make an impact, employers need to understand the right combination of factors that will enable global minimum standards

By setting a clear internal bar based on employee preferences, evolving workforce needs, local context, legal risk tolerance & clinical best practices, employers can develop the 'best fit' global minimum standards for their organization



What do I need to consider for global deployment of minimum standards?



“Local culture”

“Benefits strategy”

“Legal/regulatory”

“Funding”

“Delivery”



How does the local culture influence your decision to implement global minimum standards?

How do you currently define “service” and “level of care” and how will your strategy change as a result of global minimum standards?

What are the legal/regulatory policies in place that will impact the rollout?

Who is responsible for funding expanded benefits (company, self, or a combination) to align with global standards?

What options (providers, insurers, etc.) exist within the country/region to meet the minimum standards defined?

The emphasis must be on providing authentic and inclusive benefits strategies that are consistent, regardless of where you're located

Mental Health Benefits

Transgender Benefits

Maternity & Fertility Benefits

Scope of Coverage

- **Early interventions:** Digital solutions, mindfulness, coaching, EAP, stress management, Mental Health self-assessment
- **Behavioral health/emotional health:** Emotions, social interaction, stress, etc. Tele-therapy ; on-site / near-site therapy
- **Non severe conditions:** Depression, anxiety; Outpatient care
- **Serious mental illness:** Bipolar disorder, schizophrenia, organic disorders, depression, anxiety; inpatient care
- **Drugs & substance abuse:** Alcohol, nicotine, drugs, stimulants; rehabilitation and day-care hospitalization
- **Critical situations:** Risk to harm others, suicide, PTSD, violence (domestic, workplace, external); mental health intensive care services, medical care, long term recovery care

- **Behavioral/mental health:** Diagnosis of Gender Identity Dysphoria, counseling, therapy/psychiatry, etc.
- **Hormone therapy/puberty suppression:** Cross-sex drugs/hormones, labs, medication monitoring, puberty suppression drugs/hormones
- **Surgical gender affirmation treatment:** Mastectomy, breast augmentation, creation of male chest, vaginectomy, phalloplasty, amputation of penis, vaginoplasty, etc.
- **Feminizing/masculinizing treatment:** Face lift, hair removal, blepharoplasty, tracheal shave, rhinoplasty, etc.
- **Voice therapy:** Voice/communication therapy, voice coach
- **Services to prevent future infertility:** Artificial reproductive technology, donor sperm/eggs, surrogacy support, etc.
- **Access to preventive care:** Preventive services related to sex at birth (i.e., Trans Male to have mammogram or pap smear)
- **Reversal of treatment:** Reversal of gender affirmation treatment, if clinically indicated
- **Domestic travel and lodging:** Travel and lodging costs within country if patient needs to travel a far distance to receive appropriate transgender health services
- **Centers of excellence:** Specialized health center/clinic with expertise in serving transgender patients

- **Planning and Pre-conception:** Family planning counseling; behavioral health, legal and clinical counseling, fertility preservation, endocrinologist or infertility specialist counseling, etc.
- **Fertility journey:** Fertility diagnosis, infertility treatment, fertility care, assisted reproductive technology (IVF), fertility preservation, IUI Intrauterine Insemination, etc.
- **Maternity care:** Prenatal, new born delivery; post-partum care and mental health solutions
- **Adoption and surrogacy journey:** Domestic vs international, travel expenses, adoption related expenses, surrogacy related expenses, etc.
- **Leave management:** Maternity/paternity leave, leave for adoptive parents, etc.
- **Caregiving:** Child care options, special needs care, etc.
- **Return to work/parental support:** Flexible working, re-integration programs, etc.

Minimum Standard Levers

- Access/availability
- Number of sessions
- Inpatient days
- Coverage (family members/dependent)
- Medicines supply

- Access/availability
- Amount covered
- International coverage
- Medical –Surgical – Ancillary
- Legal adherence

- # of IVF Cycles
- Elective services
- Amount covered (PJ, PY, PF, PLT)
- Aggregated or individual coverage
- Coverage (family members/dependent)
- Domestic vs International

Some examples of inclusive benefits designs, by employee cohort

	Examples of Inclusive Benefits	Other Considerations
Race / ethnicity	<ul style="list-style-type: none"> Ability to find providers with whom they can relate and engage (patient and provider racial concordance) Programs and support for health disparities impacting Black, Indigenous and People of Color (BIPOC) members (e.g., higher infant mortality) 	<ul style="list-style-type: none"> Go beyond the employer plan – work to address systemic health inequities Add race/ethnicity information to data warehouse to drive strategies to address health disparities
Age / life stage	<ul style="list-style-type: none"> Different health plan options to meet personal needs (e.g., HDHP and richer plan option) Variety of financial planning support (e.g., first-time home buying, saving for college funds, planning for retirement) 	<ul style="list-style-type: none"> Offering flexible work policies
Gender	<ul style="list-style-type: none"> Inclusive family planning benefits, including fertility, adoption and surrogacy Maternity management resources, including perinatal and post-partum mental health solutions Broad caregiver support options for all caregivers (men and women) (e.g., child care, elder care, leave options) 	<ul style="list-style-type: none"> Pay equity compliance requirements
Gender identity or expression	<ul style="list-style-type: none"> Comprehensive gender affirmation treatment for gender dysphoria Broad fertility support related to the impacts of a gender affirmation surgery Coverage for disability periods due to gender dysphoria treatment 	<ul style="list-style-type: none"> Use of gender non-binary categories for gender and associated pronouns, including HRIS requirements
Sexual orientation	<ul style="list-style-type: none"> Inclusive family planning benefits, including fertility, adoption and surrogacy Provider directories that include LGBTQ+ status and LGBTQ+ competent care to give members the ability to find providers they feel comfortable with 	<ul style="list-style-type: none"> Inclusive workforce policies (e.g., including coverage for domestic partners as well as married spouses)
People with Disabilities	<ul style="list-style-type: none"> Elimination of coverage gaps (e.g., add coverage for hearing aids, increase therapy limits) Carrier clinical team members with experience supporting members with disabilities to better support their health care needs 	<ul style="list-style-type: none"> Working accommodation support
Veterans	<ul style="list-style-type: none"> Enhanced post-traumatic stress disorder and behavioral health support programs Financial planning support 	<ul style="list-style-type: none"> Identify and address social risks, as veterans are disproportionately impacted by social determinants of health

