

***Continuing Commitment and Data-Based Strategies:
THE GLOBAL SUMMIT OF WOMEN COLLOQUIUM
February 2026
Rohini Anand***





“

The fact that we needed diversity metrics was almost a non-discussion. So, I am intrigued sometimes when people get into a very emotional discussion on why do we need metrics? Well, is it important or not? Isn't it part of your strategy? Wonderful! Then how are you going to measure it? We are a process and metrics driven company. So, for us, the discussion was: of course, we're going to measure it.

”

TIGER TYAGARAJAN, CEO GENPACT

DEMONSTRATING BUSINESS IMPACT: GENDER BALANCE



WHO WE SURVEYED

OVER
50,000
MANAGERS
IN
70
ENTITIES

THE OPTIMAL BALANCE

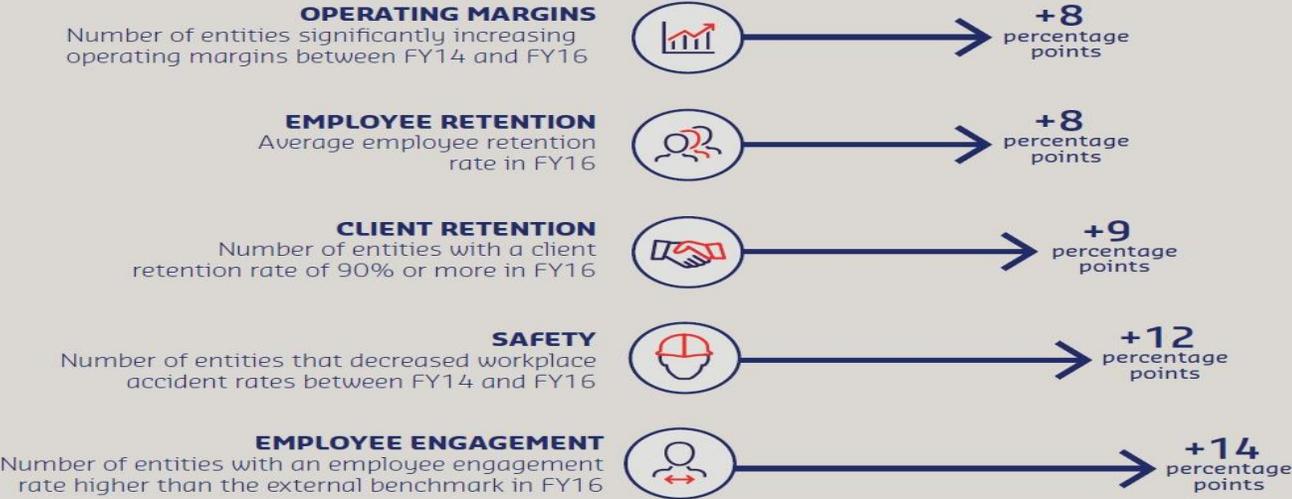
BETWEEN
40% TO 60%
MEN AND WOMEN



EFFECTIVE GENDER BALANCE
IN MANAGEMENT

WHAT ARE THE KEY FINDINGS?

**ENTITIES WITH GENDER-BALANCED MANAGEMENT
SCORED HIGHER ON
5 KEY PERFORMANCE INDICATORS**



HOW DID WE GET THERE?



INTENTIONALLY SELECTING THE RIGHT LEAD AND LAG INDICATORS



LAG AND LEAD INDICATORS

- Lag indicators are the specific outcomes you want to achieve
- Lead indicators are activities and behaviors that you want to encourage and, if done consistently, will result in the desired outcomes



LAG INDICATORS

REPRESENTATION METRICS

- Parity at all levels
- Promotion data
- Hiring data
- Retention/Turnover statistics

INCLUSION

- Engagement survey results
- Pay equity



LEAD INDICATORS: INCLUSIVE LEADERSHIP BEHAVIORS



RECRUITING

- **Diverse interview panels**
- **Diverse candidate slates**
- Diversify sourcing channels
- Eliminate biased language in job descriptions
- Review for adverse impact



PROMOTIONS

- Development opportunities
- **Mentoring/sponsorship**
- **Succession planning**



RETENTION & ENGAGEMENT

- Exit and stay interviews
- **Create culture of belonging**
- **Flexibility**

RIGOR AROUND INTERROGATING YOUR TALENT DATA

- Is the data structured to provide clear line-of-sight on leaks in the talent pipeline?
- Do you disaggregate your data?
- Are your calculations deliberate and comprehensive?
- Are you including data other than talent?
- How are you incorporating iterative evaluations and fine-tuning your strategy?
- Are you demonstrating the link between your talent metrics and business outcomes?

BEYOND TALENT: MAKE DEI CORE TO THE BUSINESS- DEI IS AN ENABLER OF BUSINESS OUTCOMES

Some Critical Business Outcomes to Measure and Report



The most important thing is that dei **BECOME AN ENABLER** of a **specific outcome** that is **connected to your business**

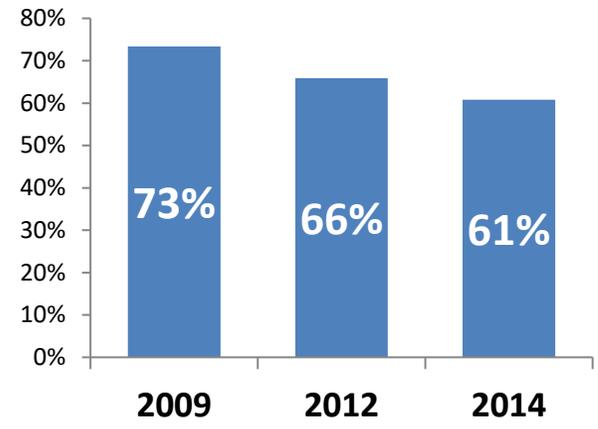
KEY SUCCESS FACTORS

- Involve stakeholders
- Link to business outcomes
- Keep it simple (for meaningful adoption)
- Set aspirational but achievable targets
- Communicate the meaning of your metrics
- Evaluate DEI initiatives
- Hold teams accountable
- Raise the bar

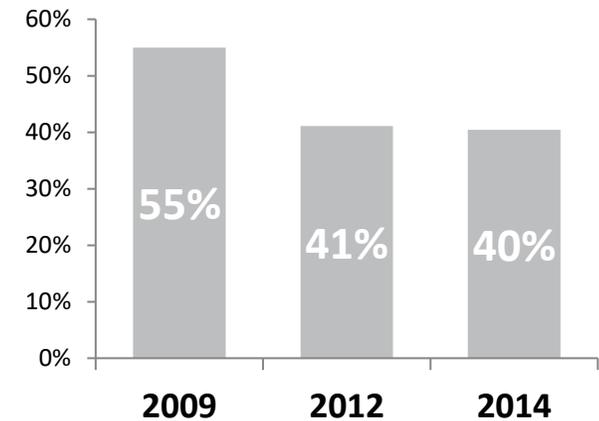


Impact on Engagement, Retention, Performance

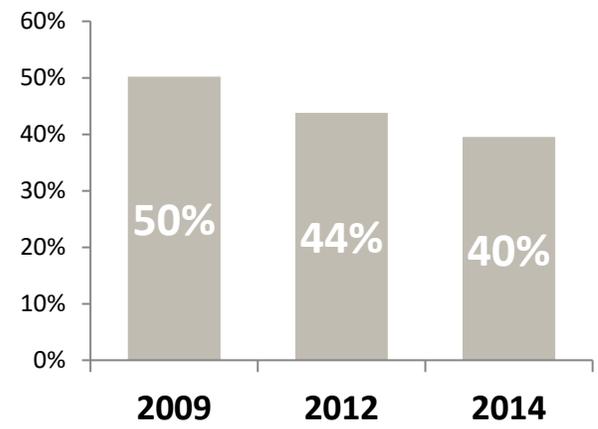
Do you feel that participating in a EBRGs has increased your engagement



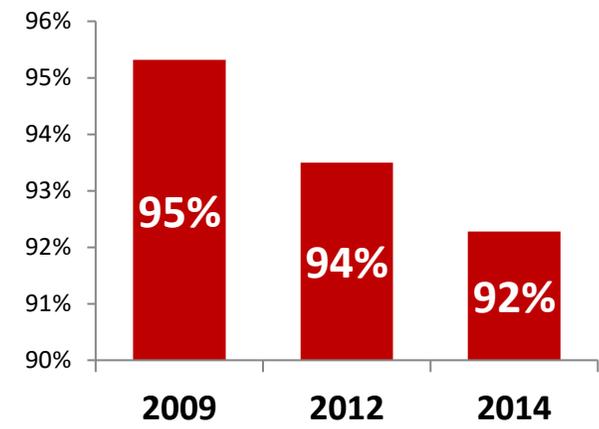
Do you feel participating in a EBRGs has increased your desire to stay



Do you feel your performance has improved due to your involvement in a EBRGs?



Do you believe that the Employee Network Groups initiatives represent a good investment?



"If thought leadership is about advancing a body of work, Dr. Anand's new book is the quintessential thought leadership primer for global DEI."

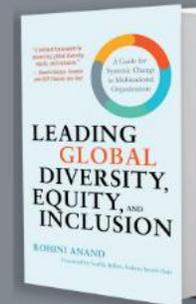
INDRA NOOYI
FORMER CHAIRMAN AND CEO, PEPSICO

LEADING GLOBAL DIVERSITY, EQUITY, AND INCLUSION

A Guide for Systemic Change in Multinational Organizations



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QUESTIONS?

