

The background of the cover is a vibrant, abstract composition of overlapping organic shapes in shades of blue, purple, pink, and yellow. A dark purple rectangular box is centered on the page, containing the title and subtitle in white text.

VIBRANT INDEX

3.0 SUMMARY REPORT • AUGUST 2022

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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 <http://www.vibrantpittsburgh.org/VibrantIndex/>



A NOTE FROM VIBRANT PITTSBURGH

Attracting and retaining top talent has been important for every organization during what has been deemed the “Great Resignation.” More than ever, talent is demanding diverse, equitable, and inclusive workplaces, and requires that organizational processes and policies support cultures of belonging.

In the third year of the Vibrant Index, it is natural to reflect on the journey organizations have made through utilizing the Diagnostic to document, evaluate, and better realize workplaces of belonging through practical and measurable change. The first iteration of the Vibrant Index saw 50 employers participating, with a 56% increase in year two. In year three, participation again rose by 33% to include 104 organizations. There has also been an increase in organizations that have achieved Vibrant Champions status, scoring at or above 95% on the Diagnostic – in year two, 5% of organizations achieved Champion status, whereas 10.5% of organizations achieved Champions status in this year’s effort. Finally, a small cohort of employers have participated in all three iterations of the Vibrant Index, giving us a window into organizational change over time in the areas of trans-inclusive healthcare, paid time off for non-majority holidays, and accommodations for religious activities.

It is clear that organizations in the region are utilizing the Vibrant Index process to evaluate and document diversity, equity, and inclusion (DEI) efforts and progress. Consistent participation in the Vibrant Index can provide the data needed to display organizational strides and intentional investment in culture, creating a “Great Reengagement” for talent of all backgrounds.

We know that organizations must reorient their perspective regarding DEI, moving from a “thing we do” mindset to a “the way we do all things” action plan for true workplace development. To the organizations that participated in Vibrant Index 3.0: thank you for your continued efforts to realize workplace cultures where all can thrive.

Yours in the work,



Lora McKnight
Chief Operating Officer

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

“

As we continue to recover from the impacts of the pandemic and societal shifts, it is more important than ever to create workplaces that are welcoming, equitable, and inclusive. The partnership between Vibrant Pittsburgh and the Allegheny Conference has allowed us to identify trends in our region around attracting and retaining diverse talent, as well as recognizing organizations that are excelling at developing workplaces of belonging. The Vibrant Index is an important tool in making our community one where everyone has an opportunity to thrive.

”

Majestic Lane
Chief Equity Officer
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Community Development

EXECUTIVE SUMMARY

The Vibrant Index was established in 2019 to inspire organizations in the Pittsburgh region to utilize best practices in diversity, equity, and inclusion (DEI). Each of the practices surveyed in the Vibrant Index 3.0 Diagnostic are supported by research in the field of DEI.

The Vibrant Index Diagnostic process assists organizations in identifying their strengths, as well as areas for continual improvement. In May 2022, participating organizations received confidential feedback reports with scores compared to sample averages, organizational size cohort averages, high scores, as well as tips for adopting better practices in the future. Questions were scored using a proprietary process that adjusted scores based on the size of the organization as well as other factors. In the summary report, we use raw (not adjusted) scores to look at all organizations as a group.

Participating organizations were encouraged to connect with Vibrant Pittsburgh to further explore strategies and practices to advance future DEI efforts.

KEY FINDINGS

- According to the Diagnostic, the highest priority for participants is to create a more caring, inclusive, welcoming, and anti-racist environment for their employees, customers, and clients.
- 96% of participants have a written non-discrimination policy.
- Only 55% of participants report benefits for paid parental leave - inclusive of gestational parents, non-gestational parents, and paid family leave. These benefits open up the talent pool to prospective parents and help keep up employees' wellbeing during these often stressful family changes.



More than ever, top talent demands diverse, equitable, and inclusive workplaces, and requires that organizational processes and policies support cultures of belonging.

- Approximately 40% of participants report offering trans-inclusive healthcare benefits, which has increased from 31% in 2019, as our region becomes more accepting of this growing minority.
- 87% of participants who have EBRGs give employees paid work time to participate in them.
- The most popular topics for DEI employee training were related to issues of race and ethnicity, implicit/unconscious bias, and bias awareness.
- 61 participants reported NOT having a supplier diversity plan.

A Note About Trends and Comparisons

Vibrant Pittsburgh is reticent to identify trends in our data, or to make year-to-year comparisons between data sets. The Vibrant Index 3.0 Diagnostic sample is not random, but self-selected, meaning that responding organizations have all shown willingness and enthusiasm about DEI issues through their decision to participate in the Vibrant Index. Sample sets from each year of the Vibrant Index are vastly different, covering different industries, sectors, and organizational sizes. Thus, the data presented here is not necessarily representative of all organizations in the Pittsburgh region.

VIBRANT CHAMPIONS

Utilizing adjusted scores, companies that achieved at or above 95% on the Vibrant Index 3.0 Diagnostic are considered “Vibrant Champions.” Use of the “Vibrant Champions” name is an exclusive benefit for the companies that scored the highest on the Diagnostic.

2022 Vibrant Champions:



An organizational designation of “Vibrant Champion” does not convey perfection. Vibrant Pittsburgh and the Allegheny Conference on Community Development recognize that there is no one “right way” to practice inclusion, and that some opportunities may be more feasible for some companies or industries than others. A score at or above the 95% on the Vibrant Index 3.0 Diagnostic simply means that a company adheres to many of the numerous diversity, equity, and inclusion practices featured in the Diagnostic.

ABOUT THE VIBRANT INDEX DIAGNOSTIC SAMPLE

The information presented in the Vibrant Index Summary Report is drawn from a voluntary Diagnostic made available to organizations in the greater Pittsburgh region. Organizations self-select participation in the Vibrant Index Diagnostic; all questions answered are voluntary, with organizations able to opt out of answering any question offered in the Diagnostic. As a result, the findings are not necessarily representative of the greater Pittsburgh region. Instead, the Diagnostic is intended to provide a snapshot of the best practices being utilized by employers in the region and offers groundwork for future study.

In its entirety, 104 organizations completed the Vibrant Index 3.0 Diagnostic, representing a total of 133,788 employees in the Pittsburgh region. The total number of employees in the Pittsburgh Metropolitan Statistical Area is, at last count, roughly 1,101,000, meaning that the behaviors and policies of companies that participated in Vibrant Index 3.0 impact around 12% of the local working population.

Participating organizations represented a wide variety of industries and sizes, although nonprofits were overrepresented in this year’s Index, comprising around 52% of organizational participation. In Pennsylvania, approximately 15% of people are employed by nonprofits.

Table 1. Organization Type

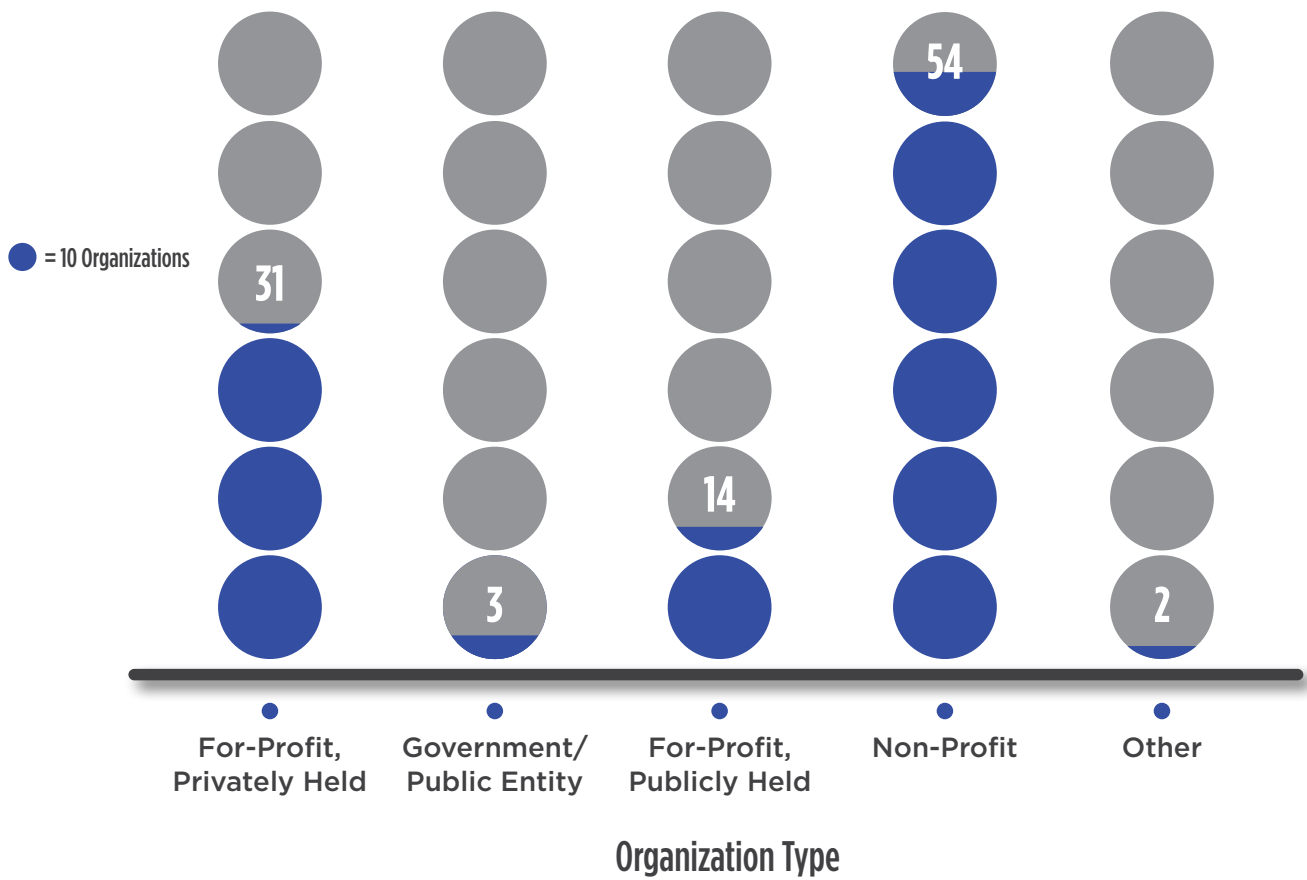
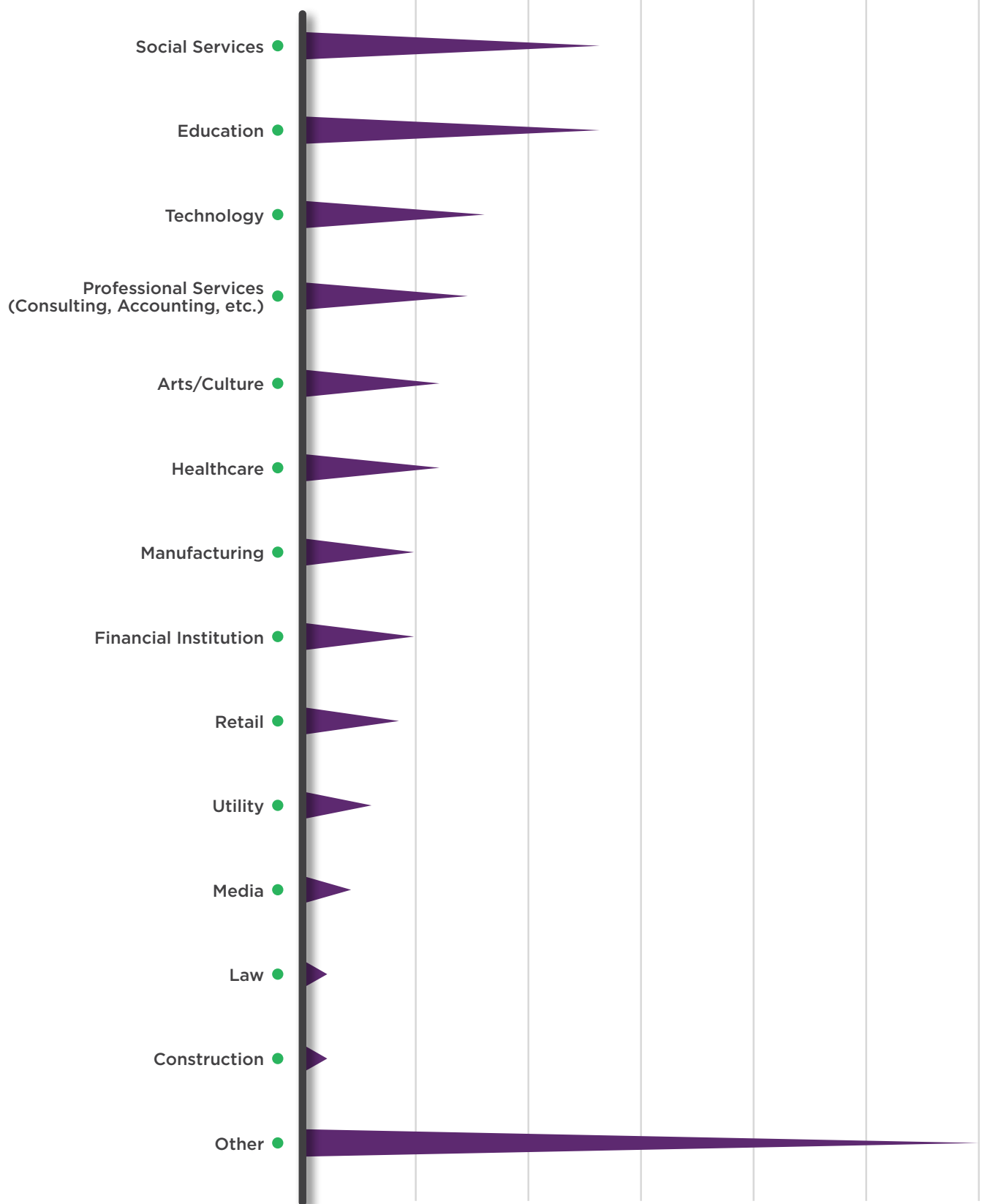


Table 2. Organization Size



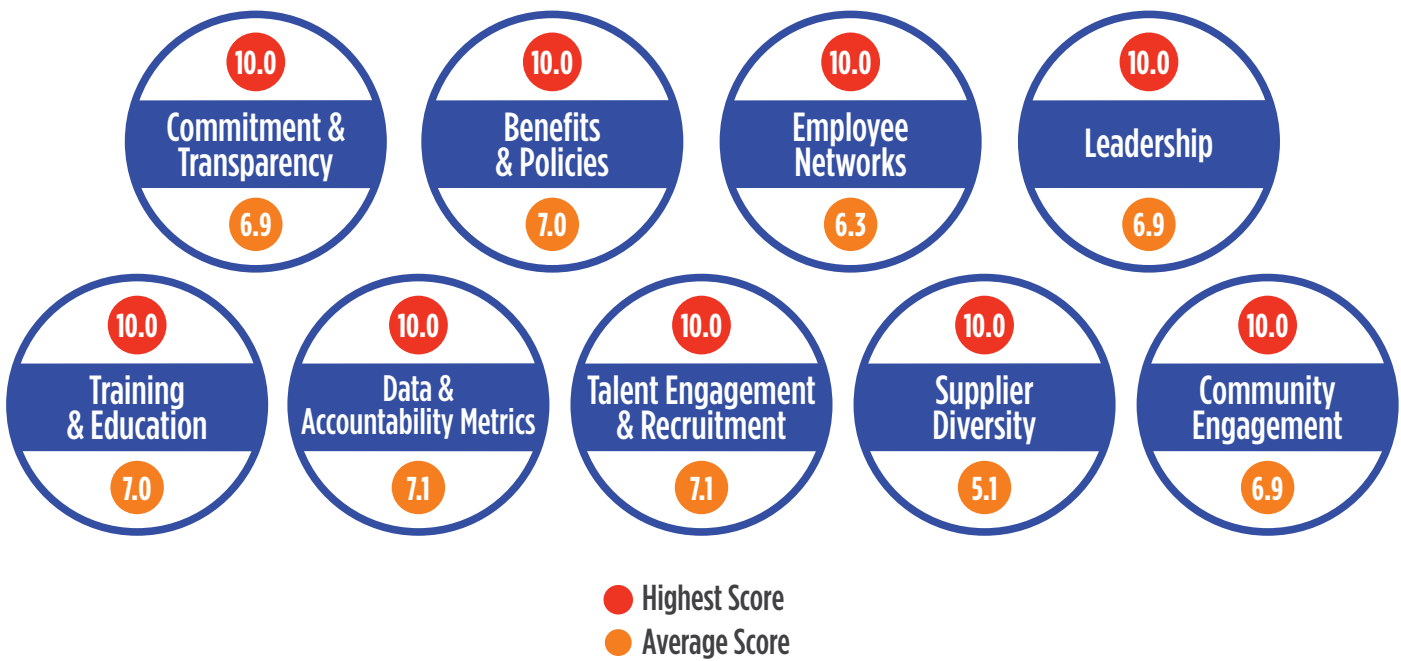
Table 3. Organization Industry



OVERVIEW

Participating organizations answered questions in 9 categories. The following table shows the average organizational score out of 10 in each category, along with the highest score achieved in each category.

Table 4. Average and High Scores by Category



It is important to note that the Diagnostic categories are not comparable, having included and/or covered vastly different best practices, with different numbers of questions in each category.

The Vibrant Index, its third year, strives to offer a glimpse into organization workplaces, extract what is promising, and identify data related to glaring gaps.

WRITTEN COMMITMENT AND TRANSPARENCY


The Written Commitment and Transparency category asked questions about an organization's public commitment to diversity and inclusion, such as the signing of a diversity pledge or public dissemination and publication of a non-discrimination policy. We know that diversity is good for the economy - improving corporate and organizational performance, driving growth, and enhancing employee engagement. A great DEI statement triangulates your organization's mission, vision, and values and guides your customer service, workplace culture, employee benefits, and hiring practices. Authentic, transparent, public DEI commitments set a tone for a company or organization's culture and climate, articulate how a company or organization plans to represent their community, and how they view equality. Additionally, a DEI statement invites the public to hold a company or organization accountable for change.

Diagnostic Question: Has the CEO, owner, or highest-ranking employee of your organization signed the CEO Action Pledge or similar public pledge to support DEI?

51% of organization leaders have signed a public pledge to support DEI. Of those CEOs that have signed pledges, 39% stated that their organization has participated in a regional or national program with a DEI component.

Those that had signed pledges tended to have signed several different pledges, including:

- *The CEO Action for Diversity and Inclusion pledge, an international effort spearheaded PricewaterhouseCoopers LLP and a steering committee from some of the largest firms in the world. This pledge seeks to promote CEO engagement and action on diversity and inclusion issues. Additionally, the I Act On Diversity and Inclusion pledge is for any individual to sign and includes different content than the CEO Action pledge.*
- The *DEI P.A.C.E. Pledge* includes diversity and inclusion issues.
- Other pledges supported specific groups, such as The National Association of Manufacturer's Pledge for Action.
- Additional pledges utilized by organizations include Our Commitment to Change, CEOs Against Stigma, The NHL's Inclusion Council, Vibrant Pittsburgh DEI Pledge, The Outdoor CEO Diversity Pledge, and The Disability Equality Index.



Vibrant Recommends: Signing a pledge for diversity, equity, and inclusion shows that leadership is committed to implementing DEI in their workplaces and is a way to make a public commitment to work alongside other organizations on these issues. Vibrant recommends finding pledges that align with organizational values, industry, and practices. Signing pledges created by others not only demonstrates an organization's commitment to broader efforts, but also contributes to the positive pressure on organizations that are not yet making DEI strides.

Diagnostic Question: Does your organization have a written non-discrimination policy?

A written non-discrimination policy is often the first step in an organization's DEI journey. Federal laws protect certain groups against discrimination in employment, and others against discrimination in public accommodations. Discrimination against someone on the basis of sex, race, age, disability, color, creed, national origin, religion, or genetic information is illegal, but the limits of those laws are unclear. While some consider LGBTQIA+ discrimination to be

discrimination on the basis of sex, there is no federal law specifically protecting LGBTQIA+ people from discrimination in the workplace, or in the provision of goods and services.

Almost all organizations (96%) have a written non-discrimination policy. A robust non-discrimination policy is a sign that the organization is committed to equal employment opportunities and promoting a work atmosphere that is free from unlawful harassment, discrimination, and retaliation. Of those responding, an average of 96% clearly express that they do not discriminate on the basis of race, religious belief, gender, age, and disability; an average of 88% stated they do not discriminate on the basis of sexual orientation, military/veteran status, color, and national origin; and 80% of organizations stated they do not discriminate on the basis of ethnicity and gender identity.

Table 5. Written Policies



Vibrant Recommends: All organizations need a non-discrimination policy. Non-discrimination policies show that your organization treats everyone fairly—regardless of race, gender, national origin, or other identifying characteristic, provides clarity on employee behavior, and shows your commitment to compliance with local and state laws. Find boilerplate language and customize your organization’s non-discrimination policy to reflect as many groups as possible, especially those groups not already protected by law. Be sure your commitment is clear internally for current employees and externally for potential employees, vendors, partners, customers and clients; it is best that the policy is posted publicly within the workplace and on the organization’s website.


BENEFITS AND POLICIES

This section looks at key benefits that have large impacts on underrepresented and marginalized populations. It is not intended to be comprehensive, but instead is indicative of the care that organizations take to make work life easier (or possible) for all employees. Benefits and policies are the tangible evidence of an organization's commitment to creating a welcoming environment for a diverse workforce.

Diagnostic Question: Which of the following family-friendly benefits does your organization offer to employees?

This question addresses a selection of benefits that have been shown to have a profound effect on the ability of people with children to thrive in the workplace. Supportive environments for employees with children can be a large factor in retention, especially for women and single parents. Often, organizational size is attributed as the main factor inhibiting an organization from providing basic benefits like paid insurance for dependent children, or paid parental leave; however, participating organizations of all sizes were able to provide family-friendly benefits, including healthcare, gestational parent leave, and even onsite childcare.

Nearly all organizations (89%) provide work-from-home options, flexible work arrangements, healthcare coverage for employee's children, and employee assistance programs. More than 50% of organizations provide paid parental leave for both gestational/non-gestational parents, space and time for breastfeeding parents, bankable PTO/vacation/sick time with rollover, domestic partner benefits, accommodations for religious activities, education benefits, and well-being support.

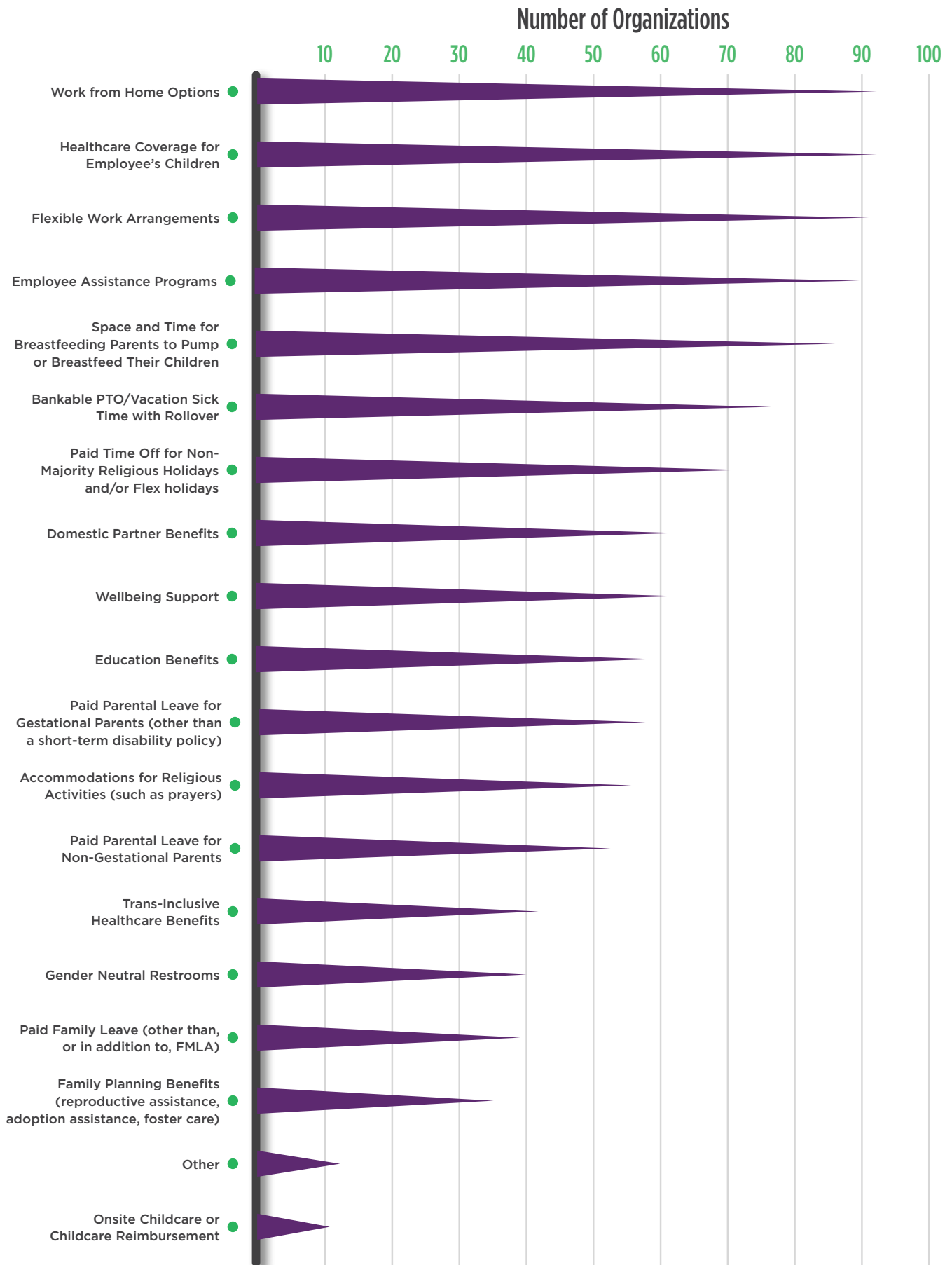


Vibrant Recommends: Providing a variety of benefits that support parents is an ideal way to promote a commitment to work-life balance that allows employees the flexibility to manage both work and personal/family responsibilities. Additionally, strengthening parental leave for gestational and non-gestational parents and family planning benefits, as well as trans-inclusive healthcare benefits and adding at least one gender neutral bathroom per floor of an organization's office can result in improved employee motivation, productivity, and higher retention rates of quality employees. Benefits and policies should reflect the needs of a diverse population. Consider utilizing employee pulse surveys to stay connected to current employee needs.

Benefits and Policies: Three-Year Cohort Snapshot

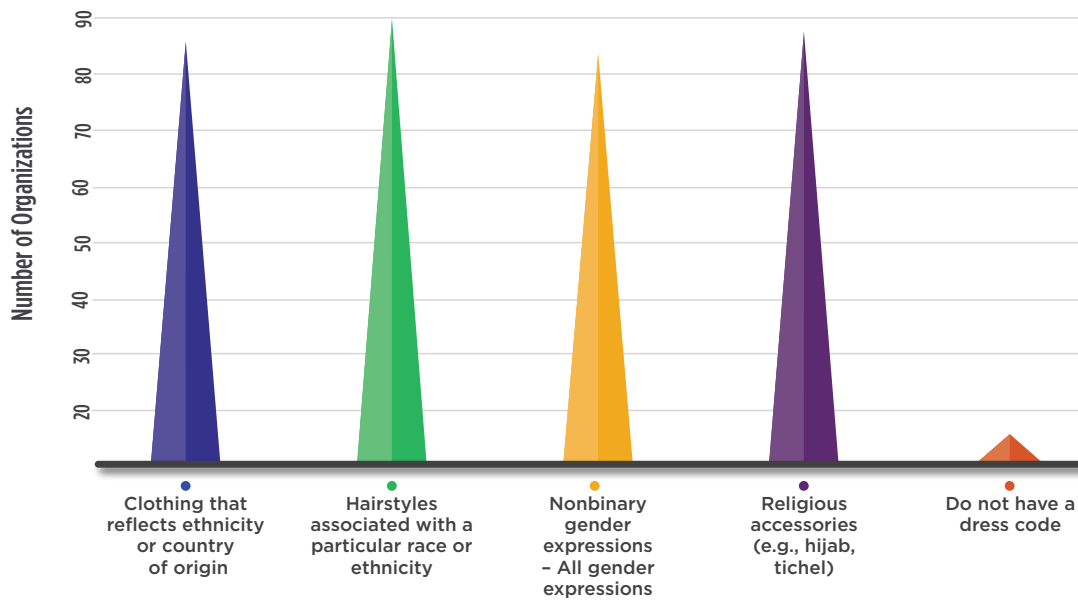
This year, the Vibrant Index was able to zoom in and focus on the progress of 13 organizations that completed the diagnostic in all three years it was offered. During this time, the number of these organizations offering trans-inclusive healthcare has tripled. The number of these organizations offering paid time off for non-majority holidays has doubled, and nearly all of the organizations in this cohort now offer accommodations for religious activities such as prayer.

Table 6. Family-Friendly Benefits and Policies



Diagnostic Question: Does your organization have dress code policy language that DOES NOT restrict or prohibit:

Table 7. Dress Code



Diagnostic Question: Does your dress code policy include gender-specific language? (e.g., skirts for women, hair length requirements for men, etc.)

92 organizations do not have gender-specific language in their dress code policies.



Vibrant Recommends: Review dress code policies to ensure they align with organizational culture and are as inclusive as possible while factoring in how unconscious bias impacts recruiting, hiring, and retention. Keep your dress code policy gender-neutral, leave out rules about personal grooming, and keep in mind the needs of those employees with disabilities who may need a more relaxed dress code to be comfortable at work. The keys to a good dress code policy are trust and respect. Seek the input of minority groups when creating dress code policies that reflect both professionalism and inclusivity (e.g., head coverings and hairstyles) and that adhere to the Americans with Disabilities Act (ADA) and the Creating a Respectful and Open Workplace for Natural Hair (CROWN) Act. Wherever possible, offer employees the autonomy to find what works for them. Plan to update the dress code policy annually to ensure your policy evolves with your organization’s culture and the attitudes of your stakeholders.

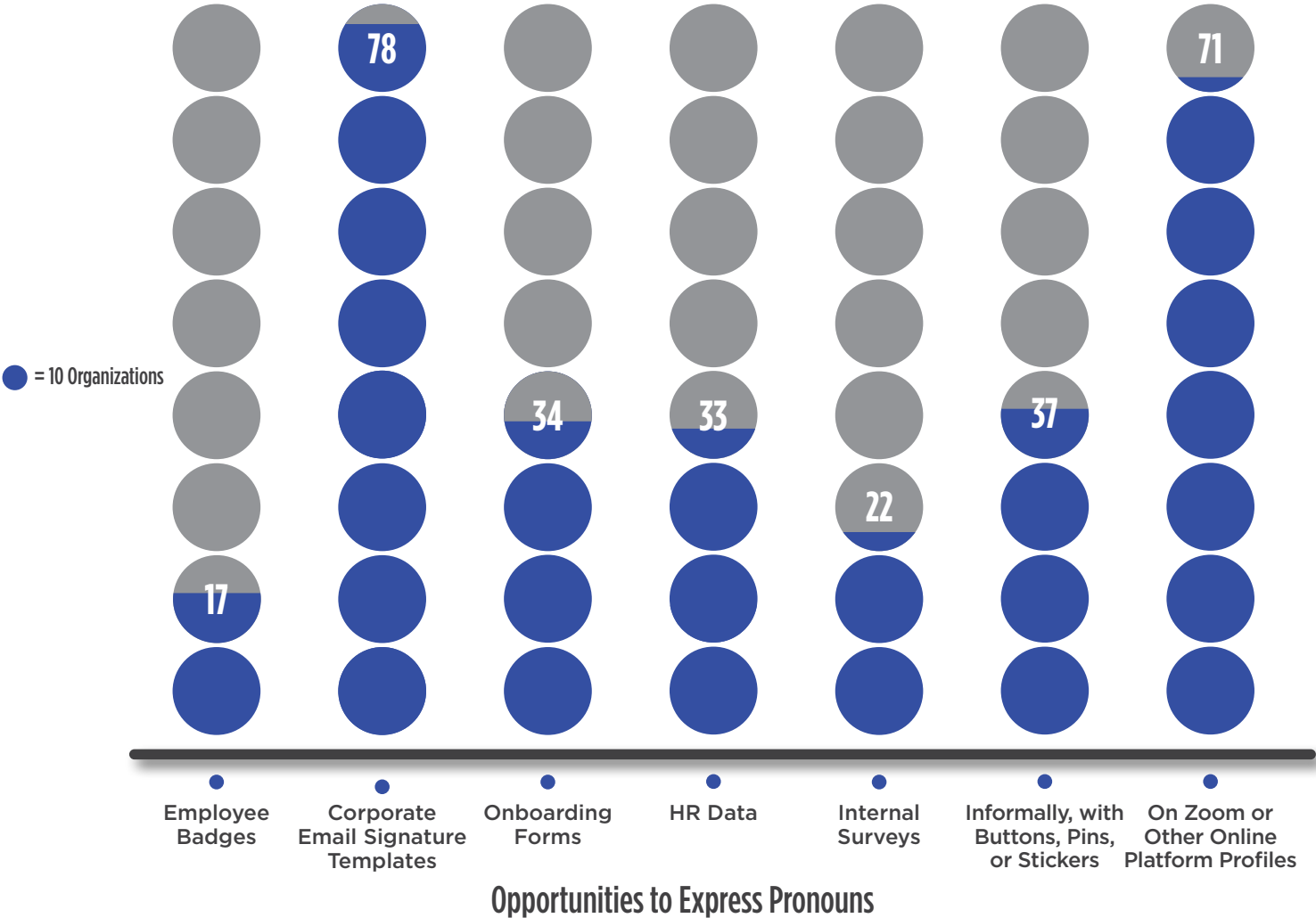
Diagnostic Question: Does your organization offer formal opportunities to express pronouns?

The concept of gender and how it is expressed has changed throughout history and continues to do so. Gender nonconforming people are more common than ever, and more transgender and nonbinary people are open about who they are. Pronouns include he, she, they, etc. Inviting people to share their pronouns as standard practice can help your organization avoid awkward or hurtful misunderstandings.

Organizations offered ways to express pronouns in addition to those surveyed. These included Slack channel profiles, Zoom meeting identifiers, online employee bios, and more.

Several organizations indicated that they would be open to finding other ways for employees to make their pronouns known. Interestingly, organizations reported a higher likelihood of offering employees the opportunity to express pronouns externally through corporate email signatures and on Zoom/online platform profiles, but fewer opportunities to express pronouns internally, within the workplace (employee badges, on onboarding forms, in HR data, on internal surveys).

Table 8. Opportunities to Express Pronouns



Vibrant Recommends: Encourage employees to make their pronouns known within the workplace on badges, stickers, or on office door or cubicle placards. Foster an inclusive environment by including pronouns in Human Resource data and internal workplace surveys. Initiate multiple methods inviting employees, customers, and clients to indicate their pronouns through office signage and Zoom, Microsoft Teams, or Slack meeting identifiers.

CASE STUDY

Benefits & Policies



Champion:

the pittsburgh promise

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

Equity and Inclusion is # 1 on our guiding principles. As a supporting organization of The Pittsburgh Foundation, we adhere to the foundation's benefits and policies, which provide a very strong, robust platform as guidance. We believe that focusing on DEI within our organization is not only the right thing to do, but it also improves our internal culture as well as the work we do with PPS students. In 2019, staff participated in a two-year DEI effort with the Winter's Group to explore a comprehensive intercultural approach to developing transformative solutions for equity and inclusion in the workplace. Over the two years, each staff member took an intercultural assessment, explored perceived and actual awareness, and then explored ways to identify their blind spots and potential derailers. We also engage in shorter trainings at our staff meetings quarterly. We maintain an open dialogue on issues and opportunities within our DEI benefits and policies.

How is it working?

Through our participation in the Vibrant Index, we were able to identify best practices and opportunities to improve our benefits and policies relative to DEI. Before participating, we did not have a Dress Code policy and we assumed that our employees would use their own good judgement on what was appropriate for workplace attire. When we did a deeper dive into our approach to DEI through the Vibrant Index, we came to understand that it was important to have a Dress Code policy that is reflective of employee goals, religion, or culture such as wearing their hair naturally, religious dress, or expressing their gender identity. We realized the value of a Dress Code that promotes diversity and creates a comfortable environment for all employees.

How do you know your approach is working?

We have a strengthened approach to DEI, but we don't think we're done. We have intentional conversations and periodic check-ins about DEI and strive to have open conversations with students in the schools to address racial dynamics. It's an ongoing process to determine what we can do better and to make sure that when we talk about our work, we come at it from a strengths-based approach. We certainly think it's working. We have low staff turnover and leadership engages in DEI discussions on a one-on-one basis as well as through group engagements and ongoing personal check-ins among employees.

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

The Vibrant Index presents us with awareness of what matters. It codifies for us a list of best practices and consistently gives The Pittsburgh Promise DEI goals to shoot for.

EMPLOYEE NETWORKS

Vibrant Pittsburgh recommends Employee Resource Groups and Business Resource Groups (hereafter “EBRG”) as a way for employees to connect with networks that will help support and connect them to information, opportunities, and resources critical to engagement, advancement, and retention in the workplace. EBRGs provide organizations with critical insights into different communities and cultures to learn better ways to create more inclusive working environments. EBRGs are not appropriate for every organization, and the success of an EBRG is dependent upon a variety of factors, such as climate, size, and EBRG structure.

Diagnostic Question: Does your organization have Employee Networks (i.e., EBRGs, Affinity Groups)?

In our sample, only **37** organizations had official EBRGs. All these organizations were among our largest employers.

Diagnostic Question: Check all that apply regarding Employee Resource Groups or Employee Business Resource Groups (hereafter “EBRG”) or similar at your organization:

Table 9. ERG Structure, Activities, and Behavior

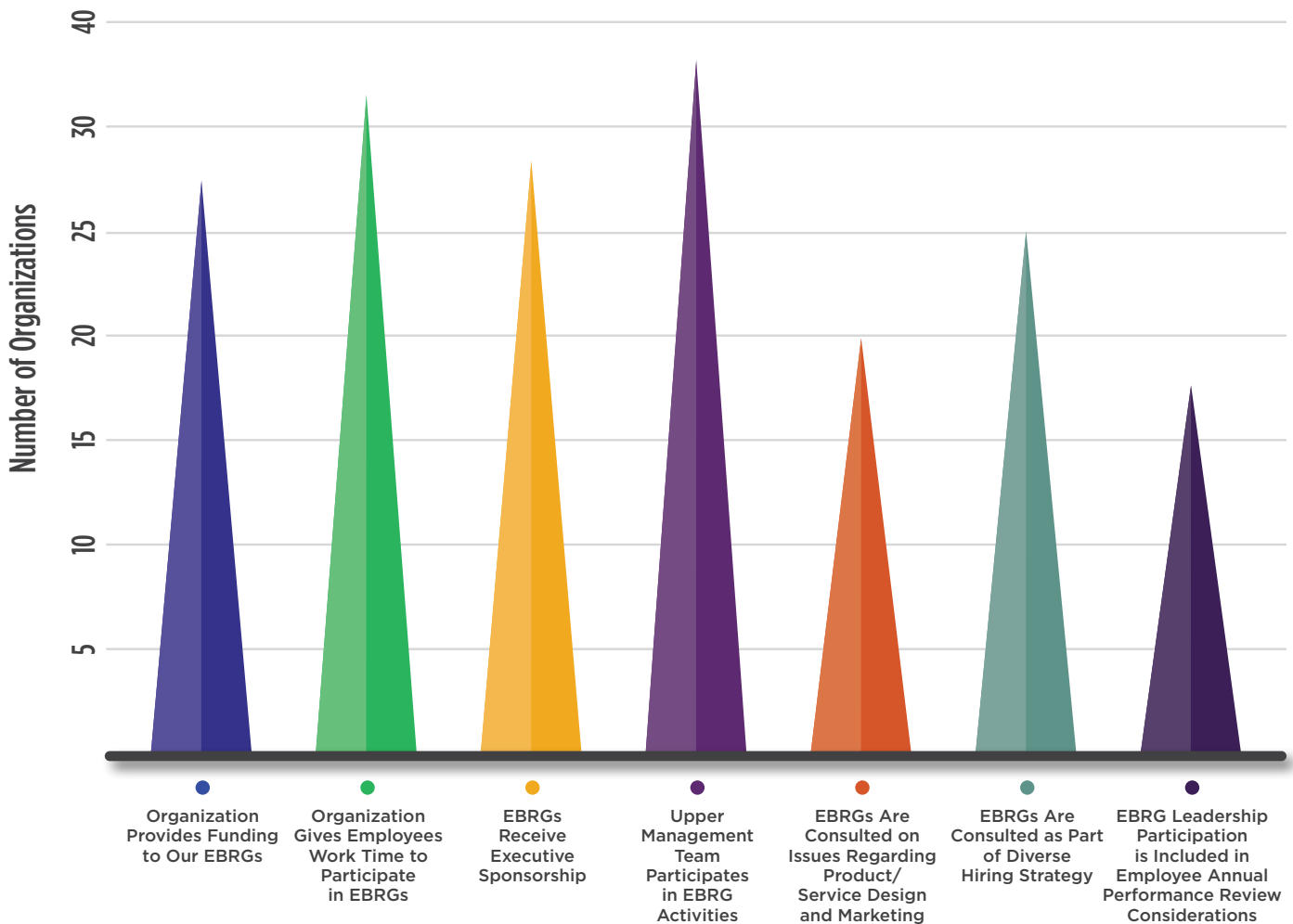
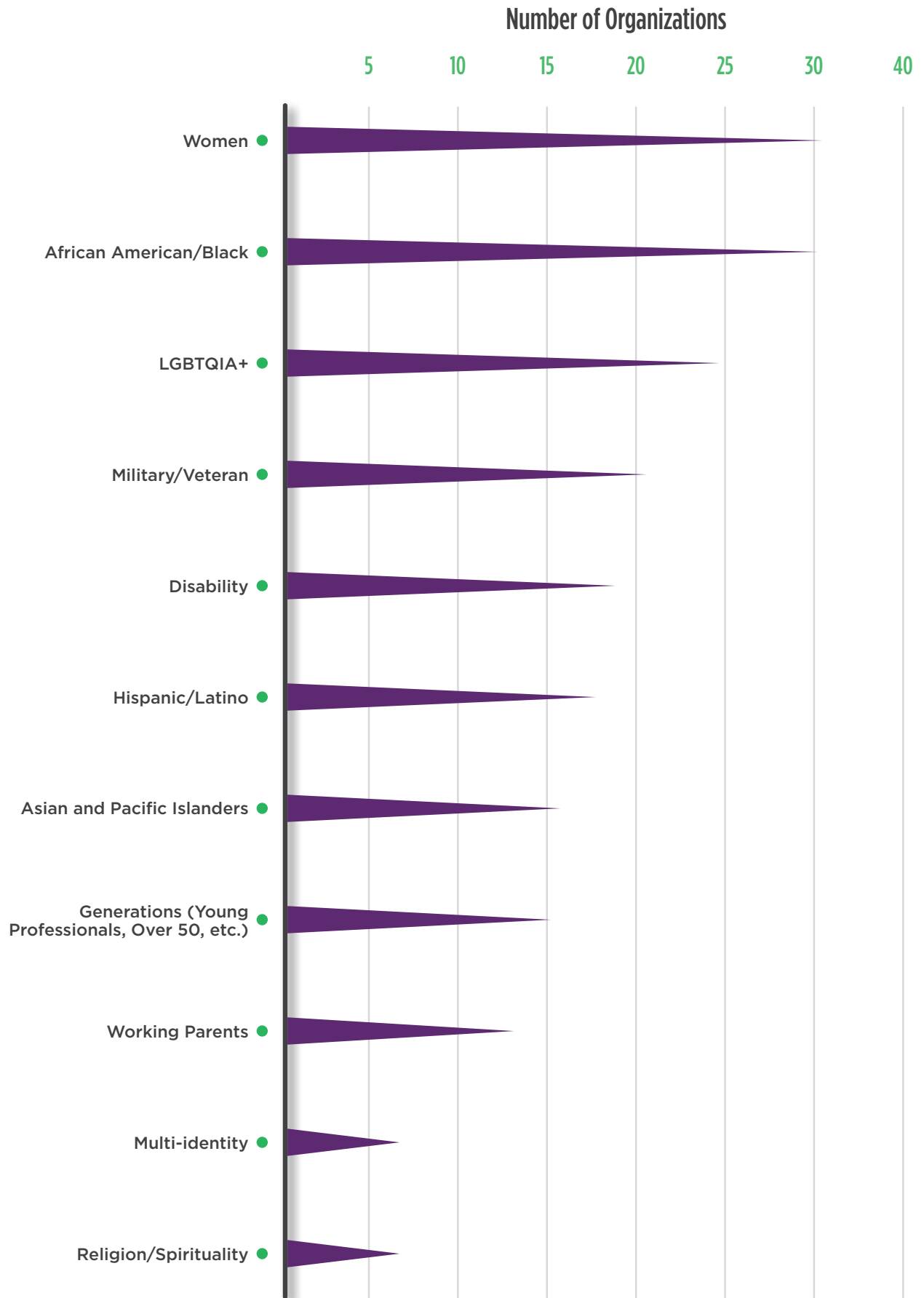
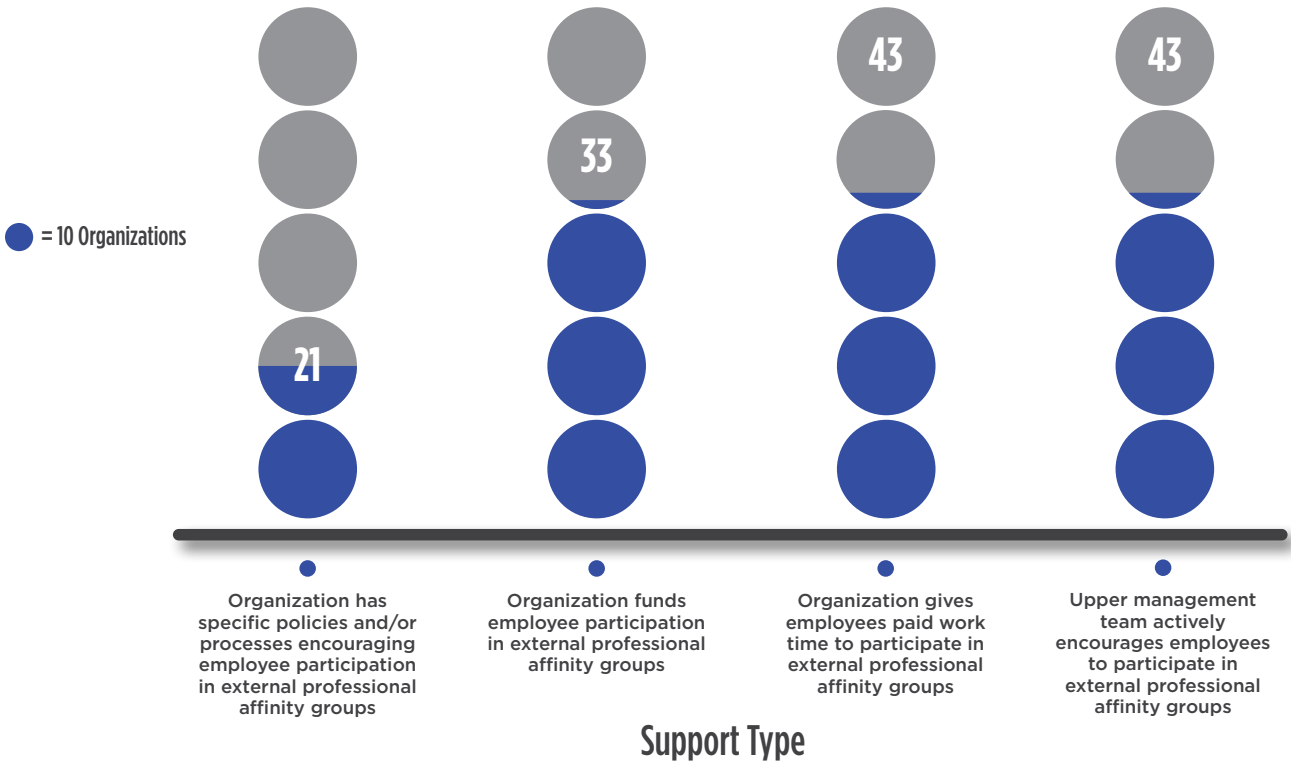


Table 10. EBRG Identity Representation



Diagnostic Question: Check all that apply regarding participation in external professional affinity groups at your organization:

Table 11. External Professional Affinity Groups



Vibrant Recommends: Explore the idea of one or more EBRGs within your organization. As EBRGs are often out of reach for smaller companies, small organizations may benefit from reaching out to other organizations of similar size to form groups within the same industry. Both large and small organizations can leverage their EBRGs to improve the organization’s leadership development process, help new employees with the onboarding process, build a workforce that reflects the demographics of their customer base, and increase the organizations spend with diverse suppliers. Employees that are leading EBRG efforts at an organization should be compensated for their time and effort and EBRG leadership should be factored into performance management and employee evaluations.

EBRGs provide organizations with critical insights into different communities and cultures to learn better ways to create more inclusive working environments.

CASE STUDY

Employee Networks



Champion:



How are you approaching DEI as it relates to Employee Networks?

As a male-dominated organization that is reflective of the industry we are a part of, our goal was to engage our employees as true business partners on the challenge of improving the representation of traditionally under-represented groups within our organization. As such, we created five Business Resources Groups, representing: LGBTQIA+; Black, Latino, Indigenous, People of Color; Women, Military Veterans; & Disabled. Each of these BRGs has been given an executive sponsor (direct report of the CEO) and a sizable annual operating budget for their programming.

We communicated our I & D strategy and consider them “tent-poles” from which the BRGs operate within for their areas of concentration.

How is it working?

We began our enhanced educational I & D journey through regular BRG General Membership meetings. In the first year of our VOICE BRG program, over 10% of employees joined at least one BRG. We held showcase events for International Women’s Day, Black History Month, Global I & D Day, and a PRIDE event, and we conduct Active Allyship training and Learning Management System enhancements. Like other companies, COVID presented us with some challenges to our community involvement and weaving I & D into the fabric of our company culture, but we continue to extend our I & D strategy across the globe. We created our I & D Across Borders Committee with members from the Asia-Pacific, Europe, the Middle East and Africa, and Caribbean and Latin America regions and have monthly discussion about what I & D means to them and how we can support this strategy in their regions.

How do you know your approaches to Employee Networks are working?

We know that our approach is working because our employees are becoming more comfortable discussing I & D issues and leaders are starting their meetings with I & D minutes to discuss various elements of inclusion and diversity. New hires reference the existence of the BRGs and the opportunity to belong to one or all of them as a key determinant in their decision to join the company. During a time of significant change due to the merger of Anixter Inc. and Wesco Distribution, we were able to retain the BRG Board of Directors.

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


The Vibrant Index has provided us with great insight and understanding of what top companies are doing in the I & D space.

LEADERSHIP

Diversity, equity, and inclusion work requires the support of an organization's leadership.

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

81 organizations' boards had a committee dedicated to the organization's diversity, equity, and inclusion strategy.




Vibrant Recommends: A board-led committee on DEI will keep DEI issues a priority and add accountability to the process.

Diagnostic Question: Does your board keep track of data regarding board members' demographics as they relate to underrepresented groups?

66 organizations' boards keep track of data regarding board members' demographics as they relate to underrepresented groups.

Diagnostic Question: Does your organization consider board members' demographics when recruiting new board members?

76 organizations consider board members' demographics when recruiting new board members.



Vibrant Recommends: Consumers, customers, and stakeholders are increasingly interested in an organization's overall diversity, and particularly how boards are handling diversity, equity, and inclusion. Consider how your employee diversity evolves and ensure that your board representation reflects that same culture. Consider board member recruitment not just on industry and sector background and experience, but representation by varying races, gender identities, and ages. A diverse board can provide more diverse knowledge and viewpoints, strengthen an inclusive organizational culture, and enhance brand and business reputation that supports a competitive advantage.

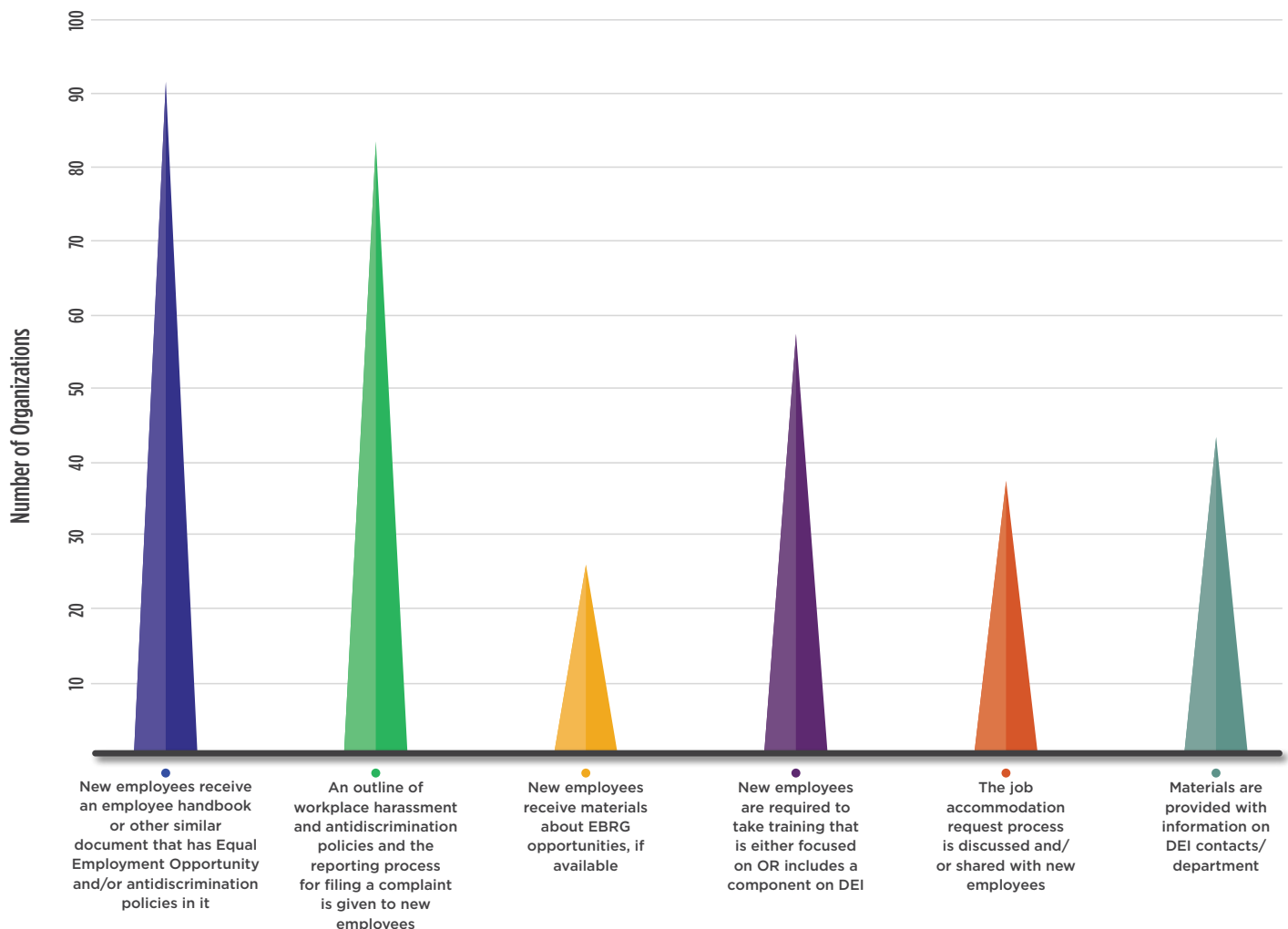
Intentional representation of a variety of perspectives and lived experiences provides leadership with a diversity of thought and competitive advantages.

TRAINING AND EDUCATION

Training in DEI creates a baseline for employees by setting the standard and expectations for how an organization approaches DEI and what it means for organizational culture. DEI training is an essential part of an organization's professional development program, assisting with relationship building, communication, and empathy while offering employers opportunities to convene employees who may not typically work together to hear different perspectives. To cultivate a welcoming climate, DEI training is necessary for all employees, but it is crucial for hiring teams and managers, whose decisions can cascade and have effects on the entire organization. Most organizations had diversity, equity, and inclusion-related training within the last year. For most, DEI and non-discrimination policies were given to new employees via New Hire Orientation materials. Only 60% of organizations required new employees to participate in training focused on or inclusive of a DEI topic within the last year.

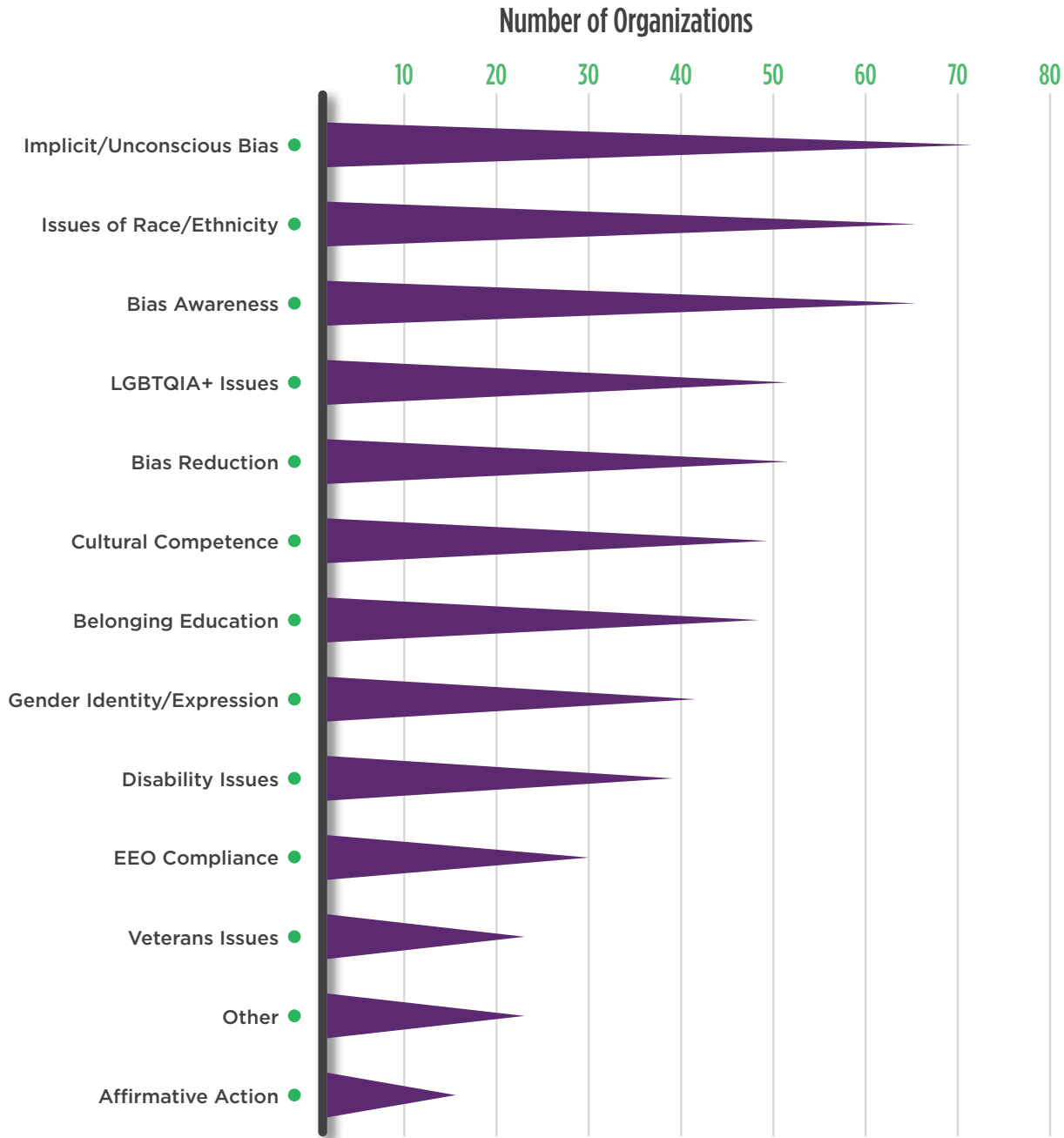
Diagnostic Question: Does your organization include information about DEI in New Hire Orientation materials?

Table 12. DEI in New Hire Materials



Diagnostic Question: Which of the following topics did your organization provide training on within the last year?

Table 13. DEI Training Topics



Vibrant Recommends: When creating an inclusive workplace, education is a powerful tool. Employees want to work for inclusive companies and organizations. With the Great Resignation well underway, it is an employee’s market. Scaling up DEI training can boost employee morale and be the difference between a loyal team and an empty office. Training on DEI topics should be ongoing and regular, offered in flexible formats (e.g., in-person, virtual), and offered to employees at every level of the organization as part of the overarching talent development strategy. In a post-COVID world, having inclusive benefits and policies informed BY employees can ensure that employees feel secure in their jobs and truly become dedicated to their roles in your organization – an opportunity to turn the Great Resignation into the Great Reengagement!

CASE STUDY

Training & Education



Champion:



How are you approaching DEI as it relates to Training & Education?

UPMC utilizes DEI learning as a strategic and intentional effort to advance workplace practices and organizational culture. We approach DEI learning through a variety of means that focus on dignity and respect, unconscious bias, cultural awareness, inclusion, and belonging. Each year, employees are required to complete two diversity learnings with one of them incorporated into their annual performance review process. More than 99% of our 90,000+ employees complete the required learnings.

How is it working?

To best serve a diverse patient population, UPMC has long infused diversity and inclusion into the fabric of every part of the organization, long before the work was required or mandated. Health disparities exist and we realize providing culturally and linguistically competent care to improve the health status of our increasingly diverse patient and health plan member populations is a key strategy to eliminate these disparities. Embedding the patient's cultural perspectives, beliefs, and health practices into the clinical encounter at every point of care aligns with UPMC's commitment to patient-centered care while acknowledging the needs of our patients and communities. The multicultural dimensions of these communities make diversity and inclusion a necessity. We advance an aggressive diversity learning strategy aligned with the needs of our patients, health plan members, and the community to deliver culturally competent care.

How do you know your approaches are working?

UPMC employees are constantly assessing the direct links among culture, workforce productivity, community engagement, and health-care outcomes to inform care delivery practices. Research proves the direct link between healthcare outcomes and workforce engagement. We put in place measurable outcomes for DEI learning through measuring the most valuable experiences employees have with our organization and patient care practices. We have built into our employee engagement survey indexes for dignity & respect and inclusion & belonging and are able to assess how index scores increase over time. We measure our success through workplace and patient care metrics. One example of a workforce metric is workforce representation. Since 2016, we have seen a 96% increase in people of color in executive roles.

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 diversity and inclusion into the core fabric of our business operations. The Vibrant Index encourages us to reflect on best practices while investigating opportunities to increase the impact.

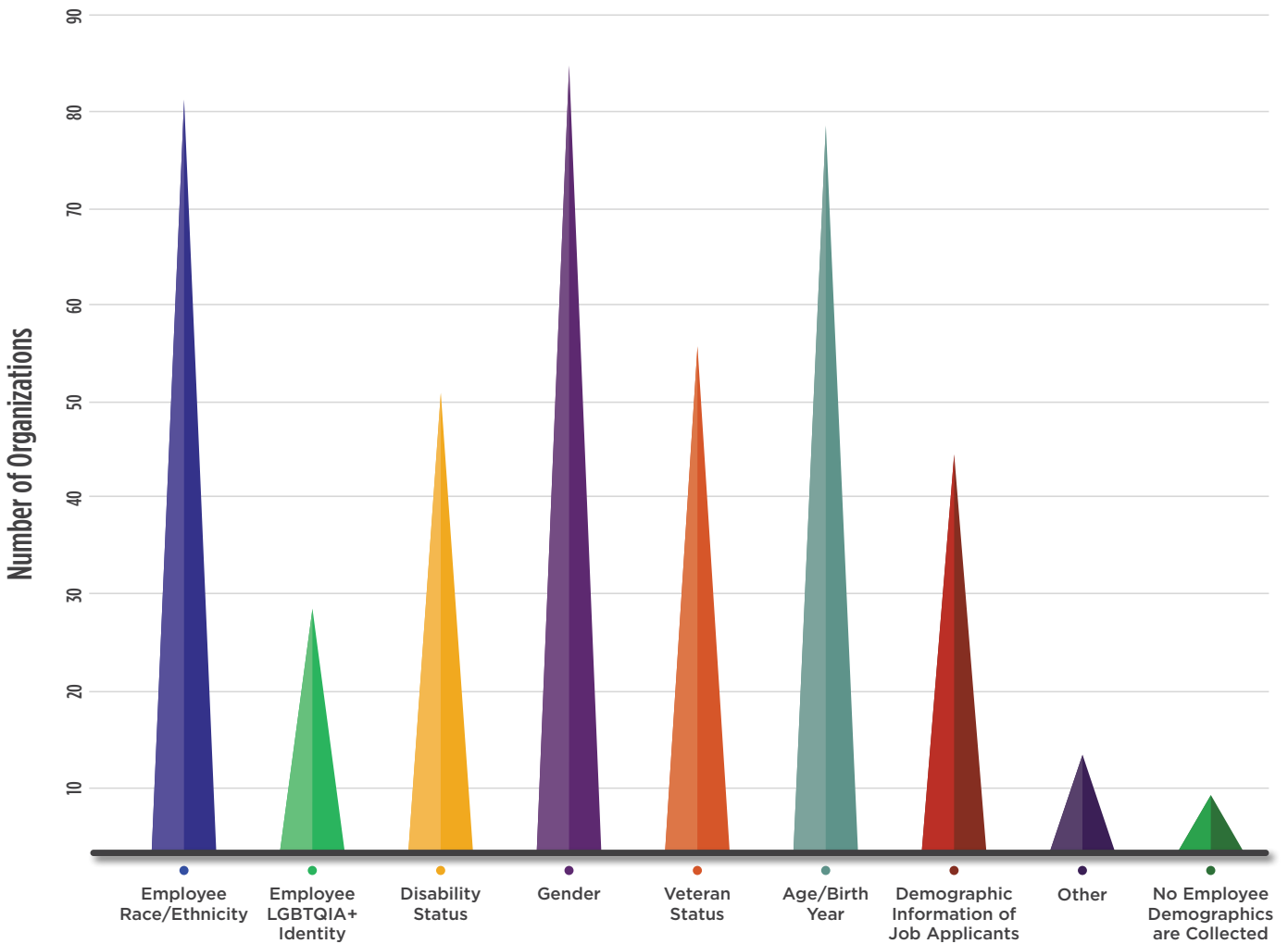
ACCOUNTABILITY METRICS

Collecting and analyzing demographic data, along with compensation, role, and engagement can help organizations detect trends and identify areas in which employees from marginalized groups may be experiencing problems. When we take care to analyze systems, we can make sure they do not disenfranchise people from underrepresented groups.

Most organizations gathered data about the race/ethnicity, gender, and age of their employees. About half looked at disability or veteran status of job applicants. Less than one-third of organizations gathered and analyzed data on employee LGBTQIA+ identity.

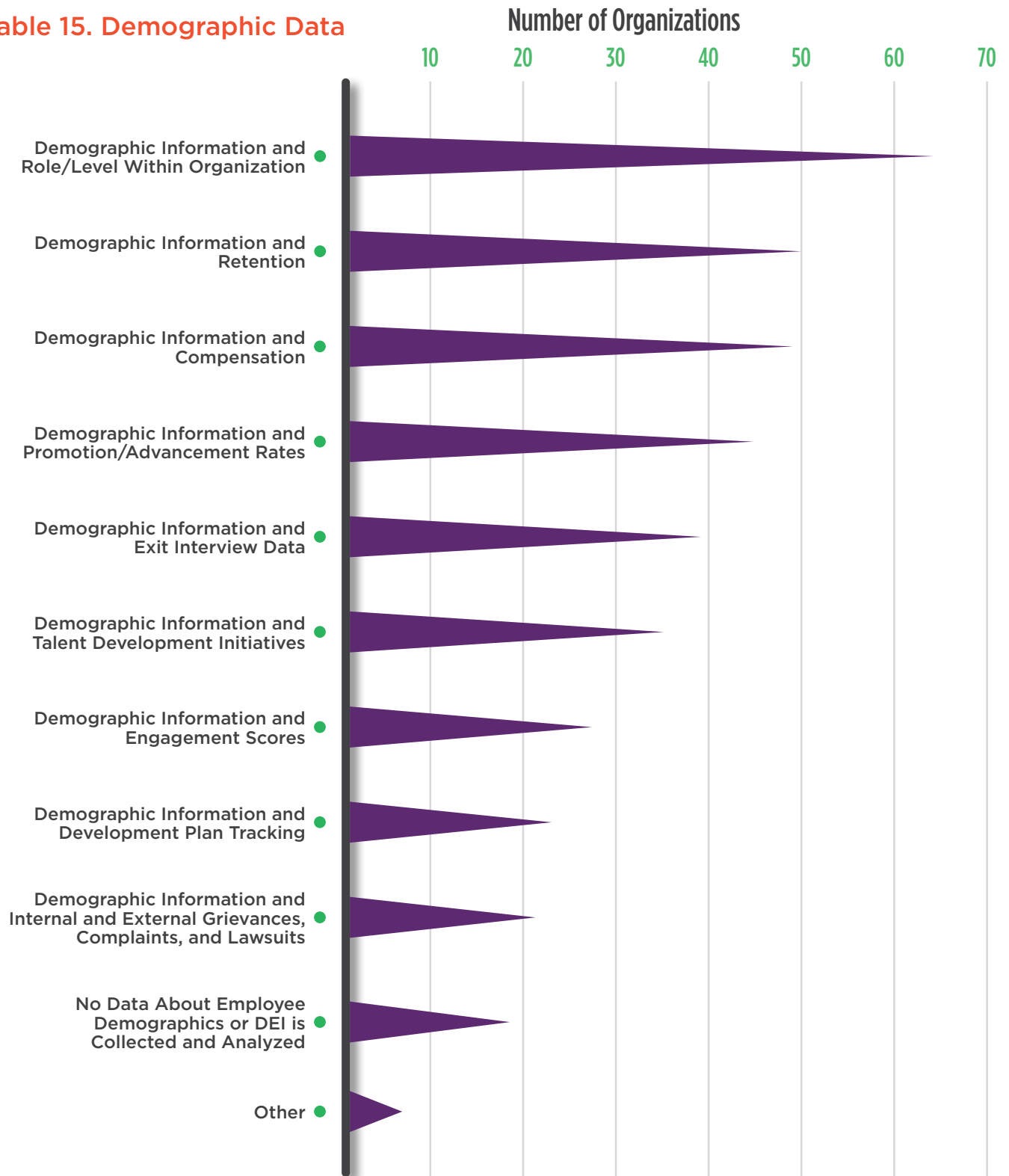
Diagnostic Question: Which of the following data are gathered and analyzed at your organization?

Table 14. Employee Data Gathered and Analyzed



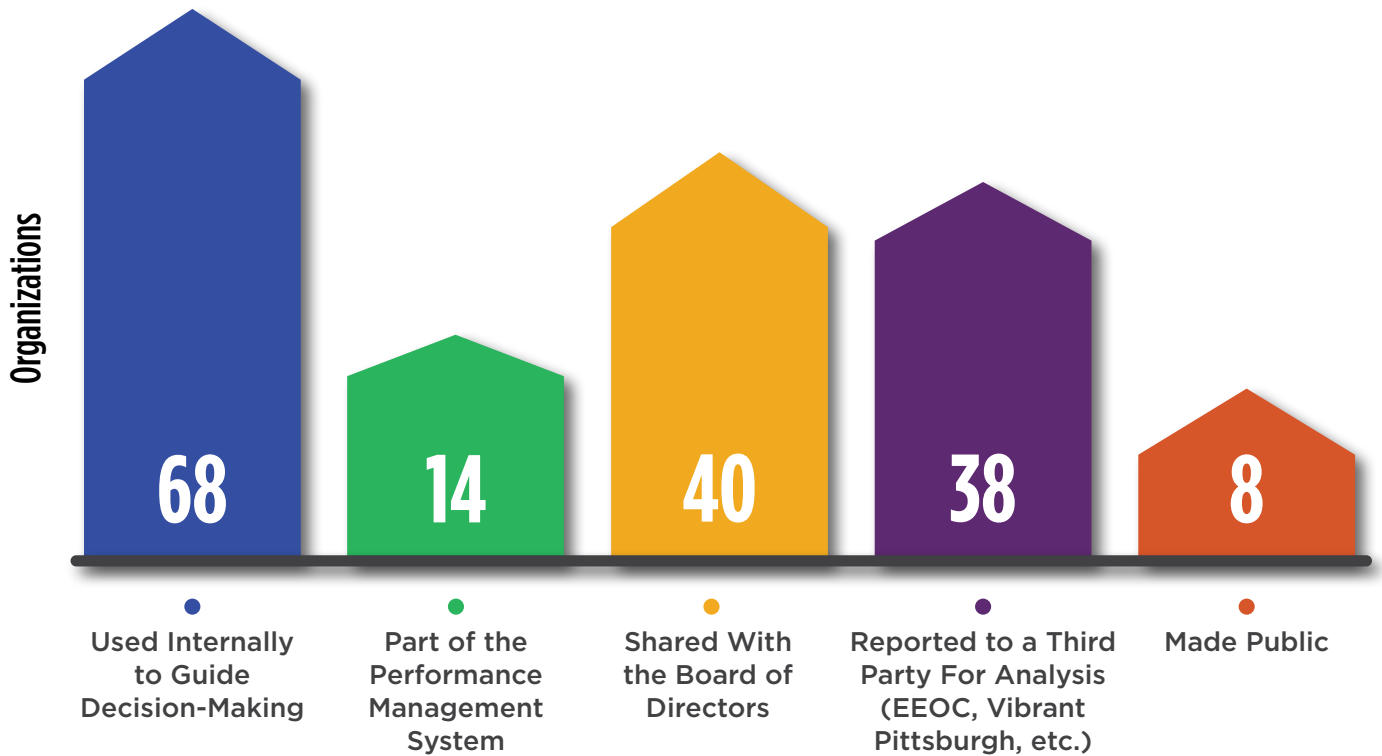
Diagnostic Question: Does your organization analyze demographic data in any of the following ways?

Table 15. Demographic Data



Diagnostic Question: This data is _____.

Table 16. Employee Data Usage



Vibrant Recommends: Successful DEI has a profound effect on organizational outcomes. Organizations that are not yet ready to develop formal DEI goals or to make attraction, retention, and elevation data public can begin tracking data to identify areas where inequity may be occurring. Are employees receiving equal pay for equal work, across different departments? Are women and minorities promoted at the same rates? Do retention issues exist for women and minority employees?

TALENT ENGAGEMENT AND RECRUITMENT

Talent engagement and recruitment are the first steps in having a diverse workforce, but efforts must go beyond getting top diverse talent in the door. Retaining a diversity of talent within an organization requires intentional and strategic action within an organization to ensure that biases are mitigated and that all employees receive cultivation toward success. Proactive efforts to find and keep diverse candidates will pay large dividends for organizations and the Pittsburgh region.

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

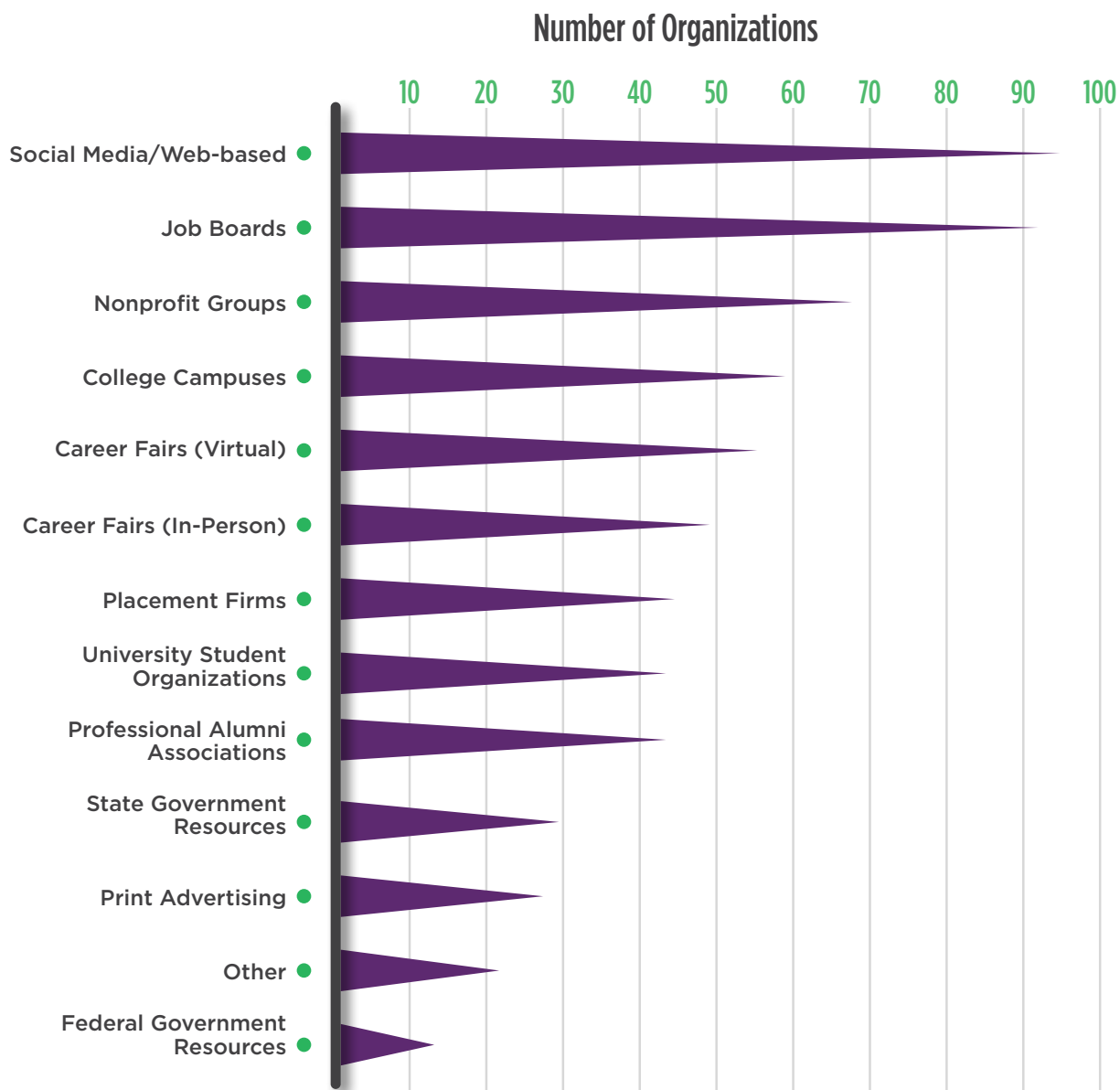
62 organizations reported having a targeted recruitment strategy to increase hires from underrepresented groups.

Diagnostic Question: Does your organization recruit at conventions and events organized around minority groups (such as the National Society of Black Engineers or Prospanica)?

25 organizations recruited at conventions and/or events organized around underrepresented groups.

Diagnostic Question: Which sourcing methods does your organization use to find and attract talent from underrepresented groups?

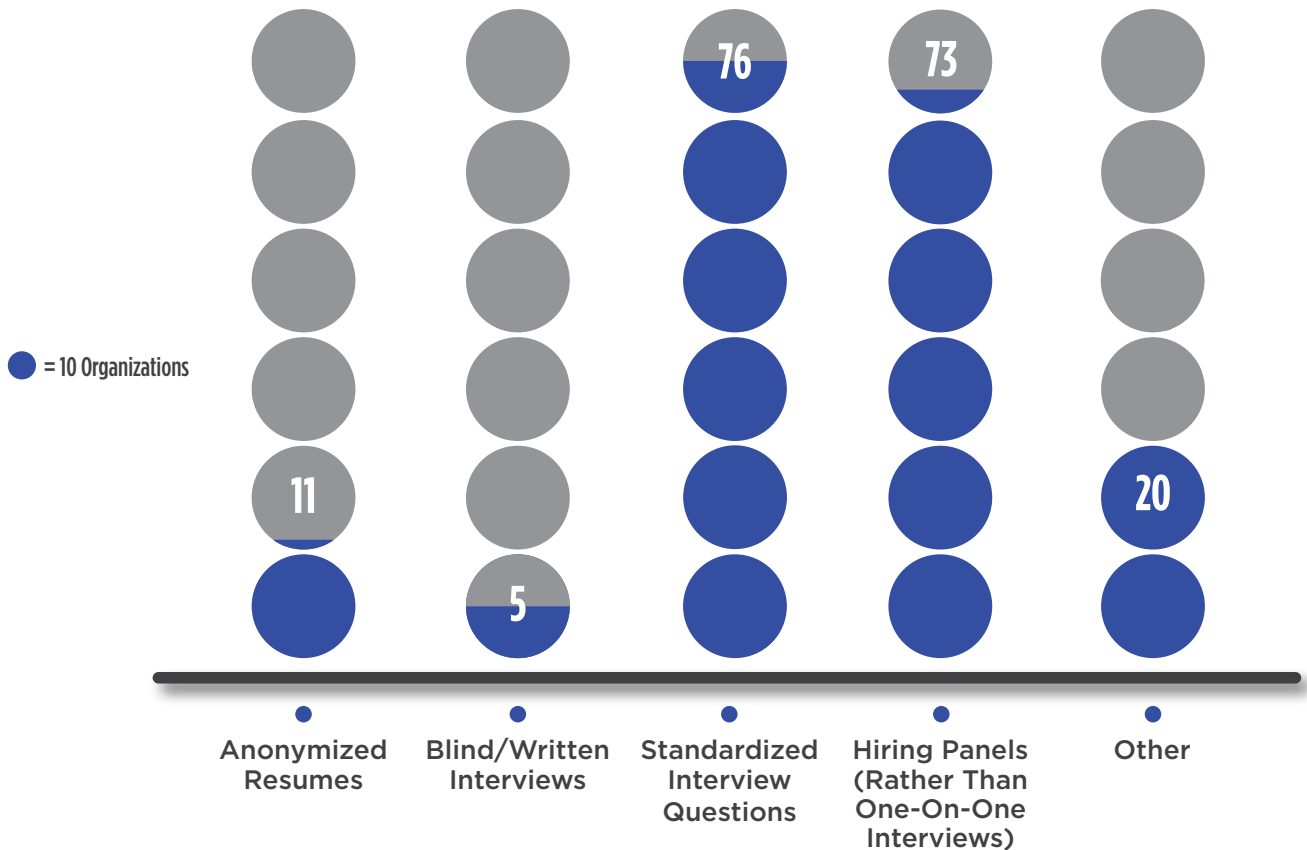
Table 17. Underrepresented Groups Sourcing Methods



Vibrant Recommends: Strategic and targeted efforts are recommended to increase the diversity of an organization’s talent stream in an authentic way. Be intentional not just about equity and building a diverse workforce, but also ensure that your workplace ensures the resources and environment diverse employees need to succeed. Contact Vibrant Pittsburgh for more information about diversifying your talent pool.

Diagnostic Question: Which of the following practices has your organization implemented as part of the job application process?

Table 18. Job Application Practices



Vibrant Recommends: There are many techniques for reducing bias in the hiring process, such as removing gendered wording from job descriptions, introducing “blind applications” that remove resume/CV details like gender, age, nationality and race, advertising positions through new channels, and structuring your interview process to fairly benchmark candidates. Unconscious bias is inescapable, but with the right tools your organization can effectively mitigate bias blind spots.

Diagnostic Question: Do you track the career progression of underrepresented employees as part of a retention strategy?

24 organizations tracked the career progression of underrepresented employees as part of a retention strategy.

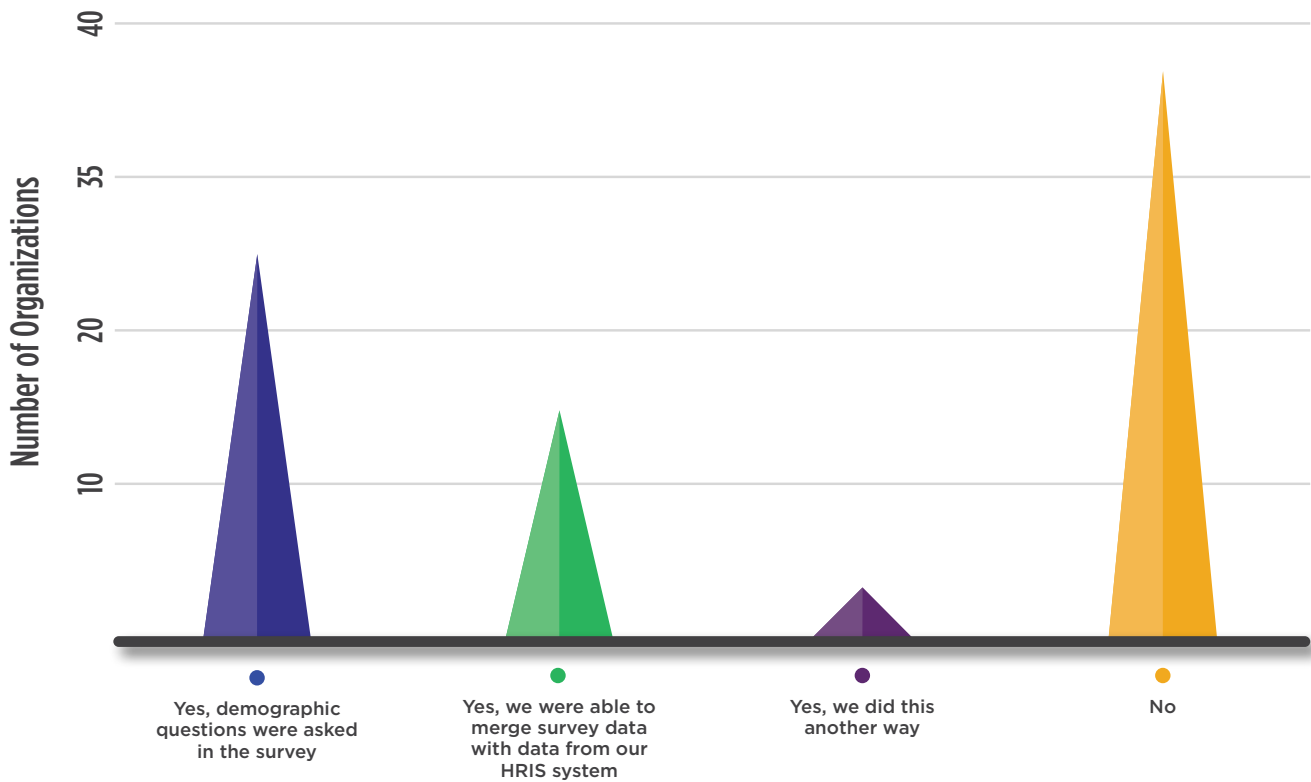
Vibrant Recommends: Tracking the career progression of underrepresented employees can be part of an effective retention strategy and can ensure that all employees are given an equal chance to thrive at your organization.

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

65 organizations administered employee engagement surveys in the last year.

Diagnostic Question: If YES, does your employee engagement survey provide a way for your organization to access engagement results by demographics (e.g., gender, race, ethnicity, disability, and veteran status)?

Table 19. Employee Engagement Survey



Vibrant Recommends: Collecting demographic information about your employees is key to examining the experiences that employees with different backgrounds and personal identities have. Utilize anonymous surveys to measure employee engagement and DEI climate at your organization and ensure that employees have an understanding of how the self-reported data will be collected, stored, used, and viewed before the survey is taken.

Proactive efforts to find and keep diverse candidates will pay large dividends for organizations and the Pittsburgh region.

CASE STUDY

Talent Engagement & Recruitment



Champion:



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

Our Executive Committee has set representation goals to accelerate progress and hold ourselves accountable for measurable change in our most underrepresented ethnic/racial talent populations through hiring, advancement, and retention. By year-end 2023, for our U.S. workforce, we aim to:

- Increase overall Black representation by 15%
- Increase Black representation of Senior Leaders by 30%
- Increase overall Hispanic/Latinx representation by 15%
- Increase Hispanic/Latinx representation of Senior Leaders by 30%
- Increase senior women representation to 33% by year-end 2025

All our people continue to have DEI goals embedded in their performance management plans, which include enhancing inclusive culture through leadership, competency-building, education, participation in business and DEI forums and events, and engaging in BNY Mellon's employee and business resource groups. To improve diverse hiring outcomes, we are: increasing the diversity of hiring slates; leveraging multiple channels to source talent, including engaging with a portfolio of HBCUs and recruiting from community colleges; partnering with diverse student and professional associations; and exploring the use of software and artificial intelligence to mitigate bias, enhance process efficiency, and improve the recruiting experience. Other recruitment and hiring partnerships include the New York Jobs Council, Investment 20/20, Ascend, the Association of Latino Professionals, the National Association of Black Accountants, TOIGO, the Hispanic Alliance for Career Enhancement, Hire Autism, Lesbians Who Tech, and others.

How is it working?

Bright spots in 2021 include year-over-year growth in women among new hires, senior leaders globally, and on our Board of Directors, as well as continued upward trends in ethnic/racial representation in our U.S. workforce, and among senior and mid-level leaders. Within our Executive Sponsorship Program, our inaugural cohort of 23 top Black & Hispanic/Latinx senior leaders were paired with a member of BNY Mellon's Executive Committee and benefit from programmatic engagement and support. The Women in Technology Pittsburgh chapter embarked on a journey to develop mid-level female talent. The Pittsburgh Regional Campus celebrated the graduation of our inaugural cohort of the Retaining & Advancing Black Leaders sponsorship program, which fosters a culture of belonging, inclusion, and investment in each other's success by matching protégés

CASE STUDY

Continued.. Talent Engagement & Recruitment



Champion:



in the program with sponsors from the Pittsburgh Leadership Council. The Pittsburgh campus also launched its Aspiring Leaders Program for high-contributing associate-level employees who display leadership potential.

To tap into a broader spectrum of diversity, including neurodiversity:

- In 2020, our Technology Enterprise Quality Engineering team initiated a neurodiversity pilot that engaged 10 contractor engineers with autism and an engagement manager with autism. The program expansion includes forming integrated teams of neurodiverse and neurotypical quality engineers and analysts to tackle projects together.
- In 2021, we also launched a broader Autism@Work pilot program to engage people with autism in several roles in our Global Operations and Technology group and fully integrate them into the teams. Our inaugural program engaged 8 individuals as apprentices, from which we hired 5 individuals into full-time roles.
- In 2022, we are rebranding and scaling the program as Neurodiversity Inclusion @ BNY Mellon to engage more candidates across a broader spectrum of neurodiversity, including autism, dyslexia, and ADHD, and increase participation across our businesses and regions, including expansion to Ireland and India.

How do you know your approaches are working?

We participate in benchmarking initiatives that support DEI through measurement and transparency, such as the Bloomberg Gender-Equality Index, the Human Rights Campaign's Corporate Equality Index that has recognized BNY Mellon with a perfect 100% score for 13 consecutive years and named us a Best Place to Work for LGBTQ+ Equality; and the Disability Equality Index, which recognizes organizations for self-reporting disability inclusion policies and practices, and where our score has improved from 90% to 100% over the past two years of participation and we have been named among the Best Places to Work for disability inclusion.

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

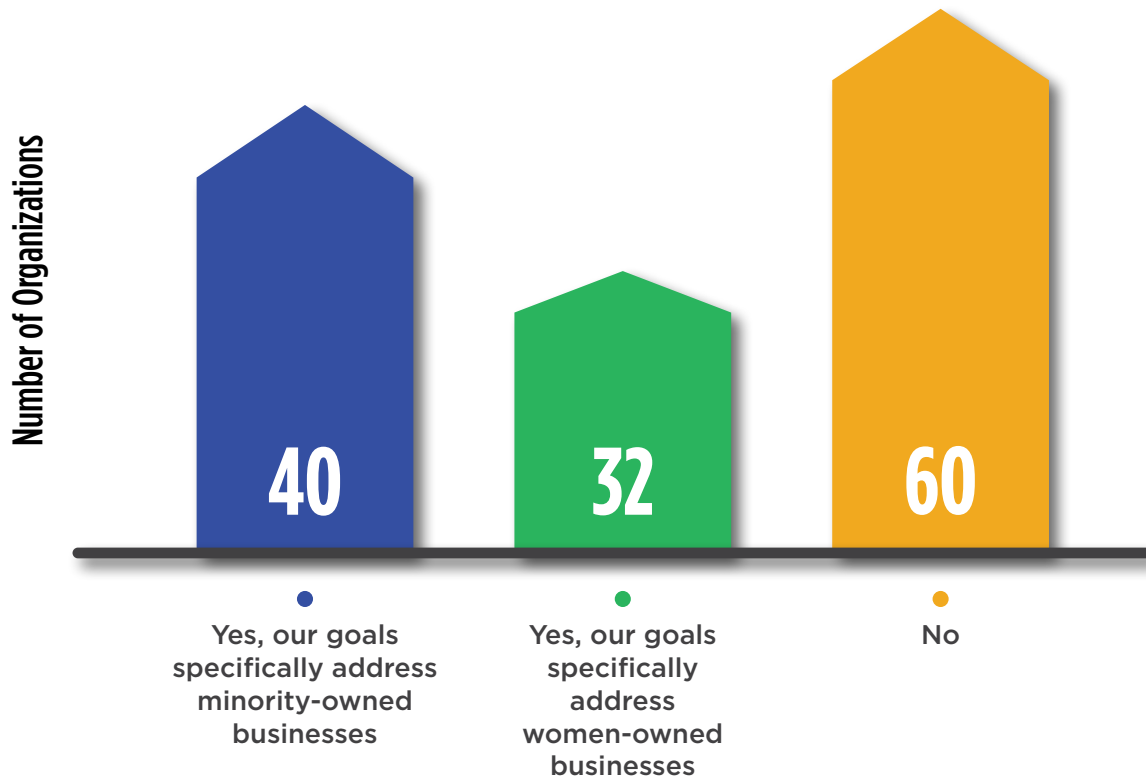
We acknowledge we have much more work to do to ensure our company better reflects the rich diversity of our society. We will continue to be intentional in implementing programs and initiatives to help us get there, and we will be relentless in our drive for real, meaningful change.

SUPPLIER DIVERSITY

Organizations seeking to engage minority and women-owned suppliers can disrupt bias, equalize the playing field, and build wealth networks in marginalized communities. By collecting data on the diversity of their suppliers, an organization can gain awareness of spending patterns and redirect resources accordingly.

Diagnostic Question: Does your organization have a supplier diversity plan with goals specific to minority-owned businesses AND women-owned businesses?

Table 20. Supplier Diversity Plan Goals



Diagnostic Question: Does your organization collect and analyze data around the diversity of your suppliers?


58 organizations collect and analyze data around the diversity of organizational suppliers.

Diagnostic Question: Does your organization track spending in terms of supplier diversity?

51 organizations track spending in terms of supplier diversity.

Diagnostic Question: Does your organization have a membership with an organization whose sole purpose is to advance supplier diversity, e.g., the Eastern Minority Supplier Development Council (EMSDC)?

28 organizations have memberships with organizations whose sole purpose is advancing supplier diversity.



Vibrant Recommends: Supplier diversity promotes innovation and improved procurement quality of services, products, and solutions and is an important way to combat social injustice. When thinking about how you can diversify your suppliers, first consider the supplier needs within your organization, then consider partnering with Certifying Organizations like the National Minority Supplier Development Council, the Women’s Business Enterprise National Council, the National Veteran Business Development Council, and chambers of commerce to identify potential suppliers. Host or participate in supplier fairs, leverage your existing supplier relationships, and be sure to publicize your supplier diversity efforts.

CASE STUDY

Supplier Diversity



Champion:



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

Our Supplier Diversity Program is built on three pillars: conscious sourcing, advocacy, and community engagement. When sourcing, our Category Managers and Merchandise Buyers work to discover and include diverse owned and operated businesses that provide products and services to meet the needs of our athletes, teammates, and communities. Additionally, we have partnered with five national advocacy groups that certify business ownership for minorities (NMSDC), women (WBENC), disabled persons (Disability:IN), veterans (NVBDC), and the LGBTQ+ community (NGLCC). These groups offer certifications to organizations that are 51%+ owned and operated by the diverse community they represent, elevate these diverse owned businesses, and connect them with corporate partners like DICK’S. We also sponsor and attend community events like the Eastern Minority Supplier Development Council’s EmpowHER event and the Women’s Business Enterprise National Council’s national conference, which help us connect and learn from diverse owned businesses looking for corporate partners. We have a goal of spending \$300 million with diverse suppliers by 2025.

CASE STUDY

Continued.. Supplier Diversity



Champion:



How is it working?

We are making progress, but of course it's a continuous journey for us. One area we are particularly proud of is initiating a process that makes it easier for any of our 45k+ teammates across the U.S. to suggest businesses they have discovered and present those opportunities to our buyers. We've also added new business registration portals on our website, where any diverse supplier can apply to have their product or business considered for partnership; and we've been working with our advocacy partners to review their databases of diverse owned companies and help source new business partners.

How do you know your approaches to Supplier Diversity are working? What outcomes are you seeing?

We measure our success by tracking our spend with diverse owned businesses. We also track the number of interactions between our buyers and diverse owned suppliers. Most recently, we've held training sessions for our teammates to reinforce the importance of Supplier Diversity and how a diverse supply base offers creativity and innovation that can inspire our athletes. These approaches ensure that our Supplier Diversity Program contributes to our inclusive business model and sourcing from diverse owned businesses remains a priority for our merchants and buyers.

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

The Vibrant Index helps us benchmark our DE&I progress, so we can meet and exceed our goals for this work. By participating in the Index we can share and reflect on best practices with our peers and take meaningful actions to make sure our efforts are working.

COMMUNITY ENGAGEMENT

Organizational participation in community initiatives and events creates a regional culture that celebrates a diversity of experiences. Organizations in the Vibrant Index 3.0 Diagnostic were involved in a wide variety of diverse community projects, organizations, and initiatives, in Pittsburgh as well as other locations, and on local and national levels. Partnering organizations in this work included ethnic, cultural, religious, and nonprofit organizations.

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

87 organizations invest in community projects, organizations, or initiatives that support underrepresented communities.

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

59 organizations in or sponsor public events supporting underrepresented populations and communities.

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

69 organizations offer and/or sponsor education programs targeting the development of underrepresented groups within the broader community.

Vibrant Recommends: Organizations that invest in or encourage their employees to identify and participate in community engagement communicate to the public that the organization is not just focused on the bottom line, but that it also cares about people. Organizations, both large and small, can make organizational investments in community events and initiatives by participating in or sponsoring events that celebrate diversity. Community engagement is an opportunity to reach people from underrepresented groups, to increase the organization's branding, and boost employee sense of belonging.

CASE STUDY

Community Engagement



Champion:



How are you approaching DEI as it relates to Community Engagement?

At Schell Games, we make it a point to support community organizations professionally and philanthropically to broaden our reach with populations we may not interact with regularly. We found that partnering with nonprofits and educational institutions helps us identify groups we were unaware of or may have overlooked. It also allows us to learn from the efforts of those already doing the work to bring those perspectives and best practices back to the company.

How is it working?

We've launched an internal program called the Schell Games Giving Group (SG3), so all employees have a voice in which charities we support each year. With the help of The Pittsburgh Foundation, we identify local nonprofits in need of support. For the past three years, we've donated \$25k annually to various Pittsburgh nonprofits such as the UrbanKind Institute, GASP (Group Against Smog and Pollution), Sustainable Pittsburgh, and New Voice Pittsburgh. We also regularly host community Open Houses and participate in local events to invite people to learn more about Schell Games. We've implemented the Carnegie Mellon ETC Fellowship Fund which covers full tuition for a master's degree-seeking student who may not fit the games industry's dominant profile, including women and people of color, especially those from financially under-resourced families. We've partnered with the Community College of Allegheny County to launch the Schell Games Apprenticeship Program — a blend of classroom study and paid on-the-job training at our office. We cover full tuition for students in this three-year program to make a pathway for students who decide not to, or can't afford, a 4-year degree program.

How do you know your approach is working?

The outcome of our efforts has been engagement within the studio and impact outside of the studio. For our employees, we've seen the number of participants in the Schell Games Giving Group increase each year and we've adopted policies to make it easier for employees to volunteer for causes that resonate with them. For the larger community, it is the knowledge and opportunity we provide through career development opportunities and charitable support. Since the start of the pandemic, we've donated over \$750,000 to nearly fifty Pittsburgh organizations and academic institutions. The true gift is in the giving.

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

It's helped us to know where our efforts are working, what we're currently doing well, and where we can improve — even within the areas where we are seeing success. The feedback and specific suggestions from our Vibrant Index scores connect us with additional partners and resources to make sure we keep building on our inclusive and equitable company culture.

CALL TO ACTION 2022: EMBRACING CHANGE AND THE LESSONS LEARNED

It is hard to believe that we are in the third year of a global pandemic. Businesses and our communities are still recovering from the effects of 2020's crisis while bracing for the impact of what is still to come. Many businesses shuttered their doors, some were able to pivot, new companies emerged, and others fought to stay afloat. As a business community and region, we have learned a great deal about overcoming challenges in the pandemic. Real change is created based on what we do with what we have learned and how the business community chooses to respond.

Data-driven insights are critical in periods of ambiguity - much like 2020 and 2021. Whether it is seeking to understand the impact of a hybrid working model or identifying gaps in attraction or retention of diverse talent, data continues to offer unmatched value. The Vibrant Index, its third year, strives to offer a glimpse into organization workplaces, extract what is promising, and identify data related to glaring gaps. We can offer a more balanced view of how our region's businesses are faring with diversity, equity, and inclusion promising practices in the workplace.

And we have seen progress within our respondent data. Just last year, I asked our region's businesses to review, redefine, or create non-discrimination policies while striving for equity in the workplace. I underscored the importance of policies that are intentional and expanded to mention all marginalized or historically under-represented groups. Organizations need non-discrimination policies in their workplaces that reflect organizational commitment to treating everyone equally and this year, 96% of organizations have reported having a written non-discrimination policy that reflects equitable ideals.

In the past, I shared that organizations interested in improving morale, retention, cultures of belonging, and attracting a diversity of talent should provide more employee networks. Employee and business resource groups (EBRG) have historically been organized around a shared identity or affinity, such as race, gender, age, or mental health, and they serve as a haven of belonging. Offering a space for underrepresented employees to find one another, stave off a sense of isolation, and experience a reprieve from the daily aggressions they have endured at work can be a critical step in building welcoming environments at work. Not only did we see new EBRGs emerge in the past year, but 87% of organizations who have EBRGs reported giving employees paid work time to participate in them. EBRGs bring many benefits to organizations and this past year has elevated the need for and the importance of such networks.

Vibrant Pittsburgh remains committed to providing a vital snapshot of regional organizations that participate in the Vibrant Index and utilize its promising practices. These two areas of growth are merely examples of how businesses responded when presented with their internal data and Vibrant Pittsburgh's recommendations. As data is gathered year over year with the refined Diagnostic instrument, and as sample sizes increase, the challenges in showing year-over-year data will decrease. For the Vibrant Index to truly show the strides being made in our region, all dedicated organizations must participate fully in the Vibrant Index initiative, utilizing the Diagnostic annually and committing to tackle this work to improve our region.

To that end, I issue my 2022 Call to Action to our region:

1. According to the Diagnostic, the highest priority of Vibrant Index participants was to create a more caring, inclusive, welcoming, and anti-racist environment for their organizations, employees, customers, and clients. Strategies aimed at creating these ideal environments will be increasingly important for businesses beyond 2022 as 'The Great Resignation' is set to see unprecedented and



Sabrina Saunders Mosby
Vibrant Pittsburgh
President & Chief Executive
Officer

continued employee turnover. **Your strategy must center the unique interests, backgrounds, working styles, and abilities of workers.**

2. Having data and insights into your workforce means you can better understand where the risks are and intervene earlier. Organizations that do not heed the lessons of the last 24 months will continue to face a decline in employee productivity and challenges attracting and retaining critical talent. It has become vital for organizations to consider employee experience and deliver strategies that consider how employees think and feel. **Leaders must consider transparent collection, review, and sharing of employee demographic, engagement, and employment satisfaction data but also, hiring, promotion, and compensation data.**
3. **Centering quality of life, work, and health ensures overall workplace success.** However, only about half of participant organizations reported benefits for paid parental leave — inclusive of gestational parents, non-gestational parents, and paid family leave. Approximately 40% of organizations reported offering trans-inclusive healthcare benefits, which has increased from 31% in 2019, as our region becomes more accepting of this growing population. These benefits widen the employment pool to prospective talent and help keep up employees' wellbeing as well as show an employer's commitment to inclusion. This is an area for intentional investment, empathy, and growth.
4. **We have not seen notable strides in supplier diversity commitments from our diagnostic data.** Overall, 61 organizations reported not having a supplier diversity plan. To move the needle, leaders must ensure that their organizations have a plan, goals, and clear supplier diversity budgets. Track supplier diversity spend and create or adjust goals that improve equity. Inclusive procurement delivers broader societal benefits by generating economic opportunity for disadvantaged communities and enhancing your business ecosystem.

As we continue to navigate more uncertainty and change, Vibrant Pittsburgh stands ready to support our region's stakeholders along this journey toward becoming a top destination of choice for the employment of people from all backgrounds. I look forward to working with each of you to build a more diverse, inclusive, and vibrant Pittsburgh region.

Inclusively,



Sabrina Saunders Mosby

Vibrant Pittsburgh

President & Chief Executive Officer



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