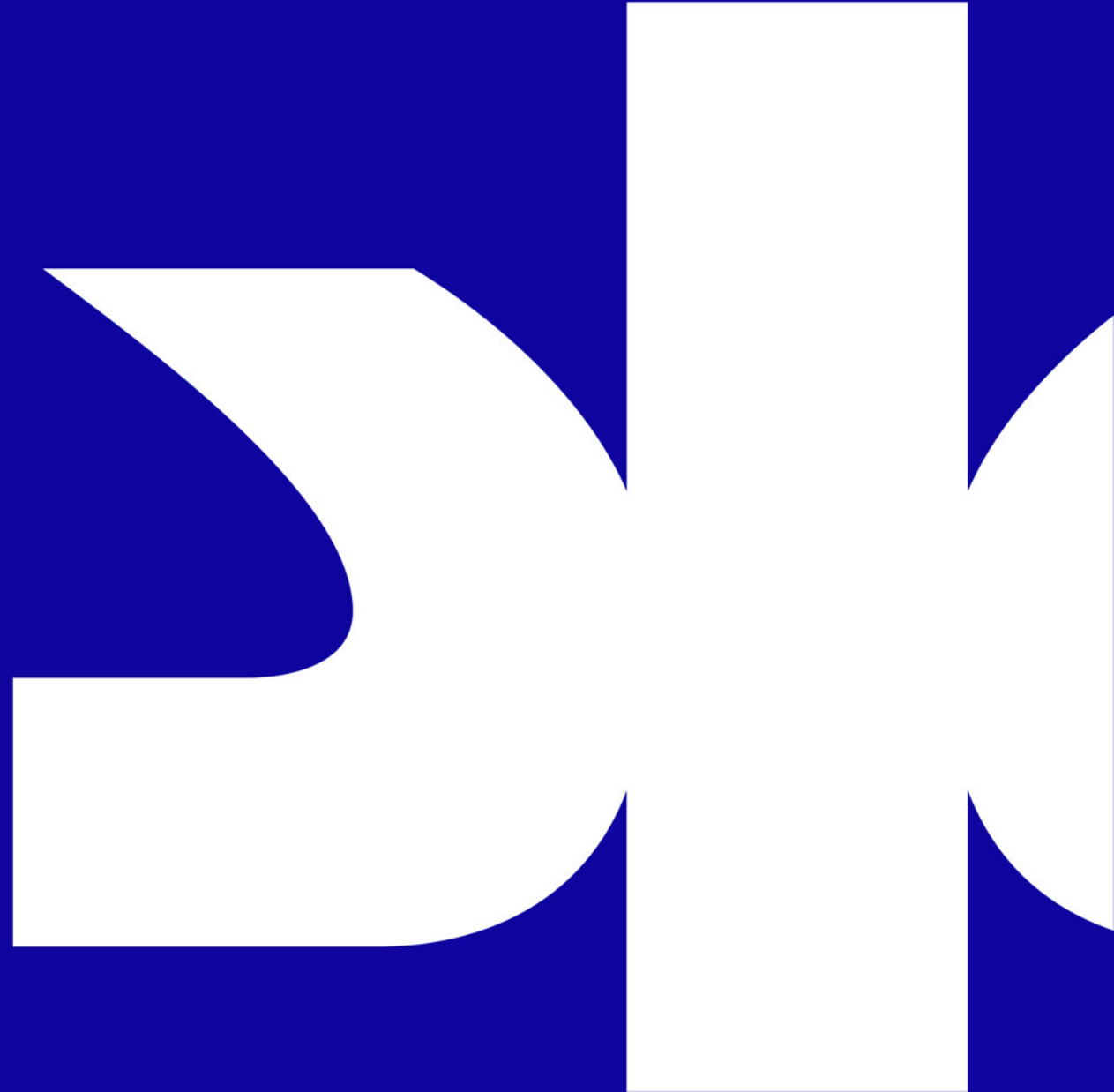


Workforce Planning through a DEI Lens

February 2023



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Agenda

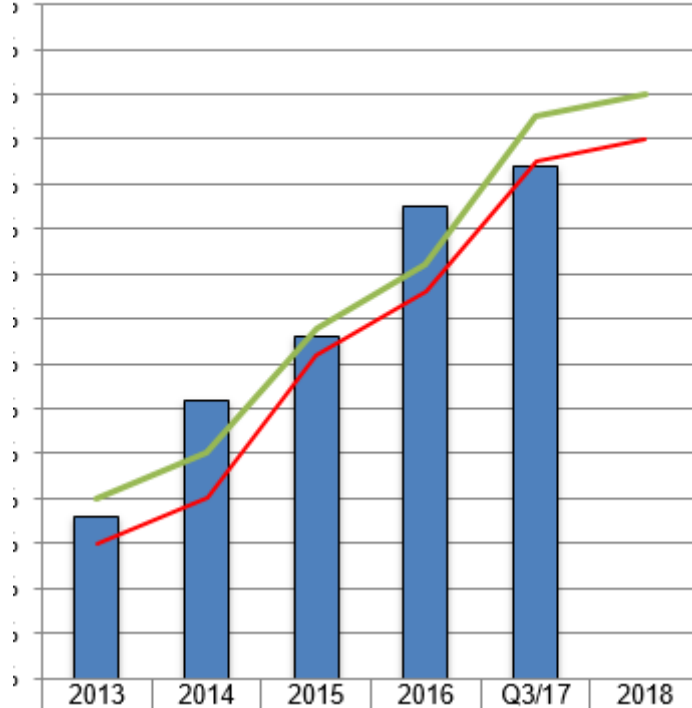
- Three Cases
 - How to mature your DEI Strategy
 - Women leaders at KC over the past decade
 - New way to approach diversity
 - Education and career backgrounds in Workforce Planning
 - Approaches to capitalize on remote work to enhance Diversity
 - Location analysis and flexible work

Women in Leadership at KC

Women in leadership journey

- Started with women in Director and above roles

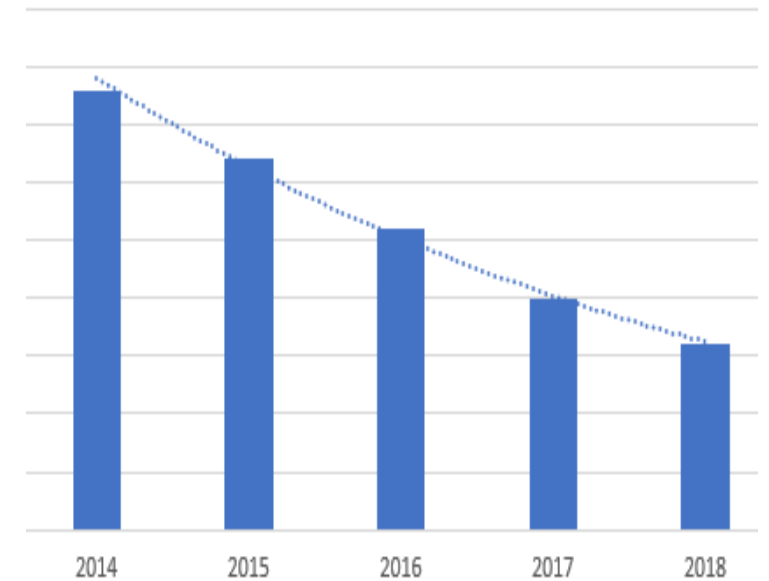
Global Representation of Women in Director and Above Roles



Results were strong, but the mix of build vs buy was depleting the pipeline

- Internal hiring depleted the ranks of potential directors

Director Pipeline



Planning response

- 2015 piloted a pipeline diversity program
 - Focus on attracting and retaining women managers and senior individual contributors
 - Measure progress and report out
- 2017 pipeline program went global and was reported quarterly at the C – suite
 - New measure was Diversity of all managers
- Next iteration – 2021
 - Who becomes managers?
 - Piloted a new program to attract and retain diverse candidates into feeder roles for management positions

Diversity of Background

The role of educational and career background in Diversity

Diversity of background drives overall diversity

- ~19,000 White collar employees
- ~1200 universities represented
- Over 60% of leaders graduated from 50 universities (Undergraduate degree)
 - 22 of those schools were within 100 miles radius of each other
- 40% of our top ~700 leaders shared 12 common prior employers
 - Consulting backgrounds were strongly represented

Planning response

- Partner with Talent Acquisition
 - Target new schools for campus recruiting
 - Targeted employer recruiting
 - Focus on industry vs consulting
- Change the buy strategy
 - Go beyond employee referral
 - Start alumni programs for under represented schools



Flexible Work Strategies

Impact of Location and Work life balance on diversity

Location can hinder diversity

- Traditional HQ in a diversity challenged geography
 - MSA is 90% non-POC
 - Unique challenges for POC employees

