



on small talk (where do you come from? What is your favorite team?) was longer. This gave the male candidates a better opportunity to build a relation with their interviewer.

Triggered by the Swedish student I have given the subject some more thought, and I am now more convinced that if you are really serious about diversity (not only gender diversity, of course) it helps if you start measuring rigorously.

Measuring Diversity: Lead and Lag Indicators

Measuring only lag indicators (“The percentage of females in job levels A-C positions”, “The percentage of female high potentials”) should be done but it is difficult to derive actions from these measurements.

Below some suggested data elements to collect; some will be easy to collect, some will take more effort (but if you are serious, then you are willing to put serious effort into the diversity initiative).

My suggestion would be not to delay action, but start to collect data, preferably not one time, but on a regular basis so that you can start to see some trends. I focus on gender diversity, but a translation to other segmentations will not be too difficult (if you are able to classify the segments).

Data Basic Elements

- Some kind of employee ID
- Manager ID (boss of the employee)
- First name/ last name
- Gender (are you recognizing a nonbinary gender option?)
- Date of birth
- Date in service
- Date in position
- Part-time percentage
- Job title
- Job grade
- Business unit
- Job location
- Functional area
- Talent status
- Performance rating

- Potential rating
- Mobility
- Flight risk rating
- Salary
- Target bonus

With these basic elements, you will be able to prepare some interesting overviews, comparing the different gender categories on various data elements. Examples:

- The % of females per job grade
- The % of females per functional area
- The % of employees that choose for the third gender option
- Average salary per job level split by gender
- Average length in position per job level split by gender
- The % of female participants in the high potential program
- Average performance rating men/ women per manager
- Flight risk of men compared to women in similar positions
- With some creativity you will be able to collect more data.
- Some suggested measures:
 - % of female recruiters
 - % of female applicants per vacancy
 - The % of female Supervisory Board members
 - The gender of the people who interview candidates
 - The benefit preferences per gender category (are you really taking the preferences of various groups into account?)
 - The % of female receptionists
 - Hours worked per week per gender category
 - Participation of females in social after-work activities
 - Number of minutes spent in informal discussion with CEO of level C-1 split by gender
 - % of females on photographs in your staff magazine/ website/ annual report/ (job)-advertisements
 - % of females in your company LinkedIn group
 - % of male employees that have taken paternity leave
 - Average amount spent on training per gender category