

Tracking and Reporting on DE&I - Financial Industry Edition



Karen C. Butcher

MANAGING DIRECTOR



Kathy Acierno Baron

VICE PRESIDENT

Our survey on “Tracking and Reporting on Diversity, Equity, and Inclusion” was conducted last year with a total of 421 participating companies, including 111 from the financial industry. In this version of the survey results, we present the data from 57 public, 39 private, and 15 not-for-profit banking institutions.

Analyses indicate that for both the complete set of respondents and for the financial industry, boards are increasingly involved in DE&I discussions and organizations are beginning to implement more metrics. The challenge is to find measures that are more proactive versus those that are looking back.

With regard to incentive plans, we see a tentative approach to including DE&I measures; perhaps as organizations become more sophisticated in measuring both proactive actions and outcomes of DE&I, this will change. Including DE&I in incentive plans is not a “one size fits all” plan design—the best approach is tailored to the organization and connected to its strategic plan.

About the Authors

Karen Butcher is a managing director with Pearl Meyer. Her areas of expertise include executive and board compensation, broad-based compensation design and administration for employees at all levels, short- and long-term incentive compensation design, performance management, leadership development, and coaching.

Kathy Acierno Baron is a vice president with Pearl Meyer, where she specializes in talent management issues, including executive leadership development, succession management, and coaching. She was previously the director of workforce planning and talent mobility at Harvard University and an executive coach in Harvard’s leadership programs. Kathy was responsible for aligning and leveraging talent acquisition to internal talent mobility and connecting external and internal talent pipelines. She also spent more than 15 years at Avery Dennison Corporation, most recently as the director of leadership and organizational development, where she designed and delivered succession management systems, employee retention strategies, leadership and team development programs, as well as high-potential development programs. She has coached more than 100 executives and senior leaders and is certified to administer and interpret a multitude of assessment instruments for both individual and team development.

About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.