

# **Driving Leadership Accountability: The Diversity + Inclusion Dashboard**

**Tina Kao, VP, Talent Development  
Patricia Rossman, Chief Diversity Officer**

**Innovation Fest!  
September 12, 2012**

# BASF North America: A Quick Look



**Sales 2011** \$19.9 billion NA  
€73.5 billion Global

**Employees** 16,000+ NA  
110,000+ Global

**Production Sites** 100+ NA, 385 Global

**R&D Sites** 20

## Key Customer Industries

- Agriculture
- Automotive
- Chemicals
- Coatings
- Construction
- Health and beauty
- Packaging



# BASF's Strategic Principles

A conscientious commitment to our investors, customers, employees and neighbors



We add value as one company.



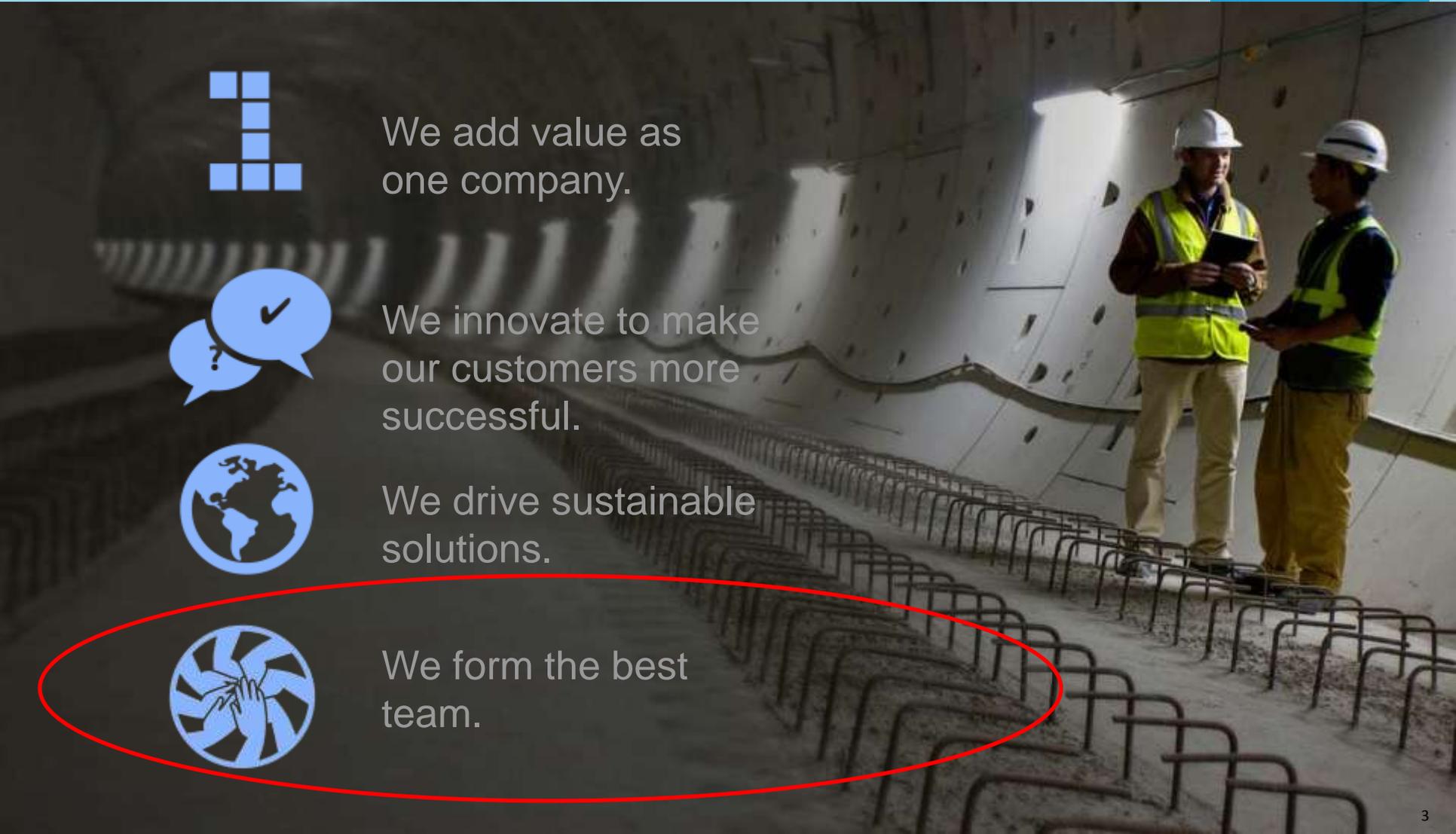
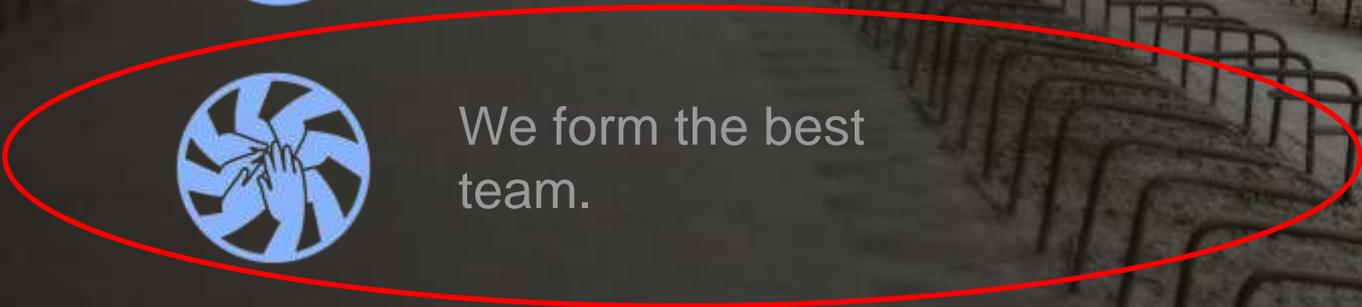
We innovate to make our customers more successful.



We drive sustainable solutions.



We form the best team.



# What's New at BASF This Year?

## Talent/D+I Dashboard



- We are holding BASF leaders more accountable for recruiting and retaining diversity, as part of regional commitments to **form the best team, build an inclusive and inspiring environment**, and deliver the **right people in the right place at the right time**
- Sounds great. How do we make it happen? In a data-intensive company, the answer lies in delivering **metrics that matter**
- We created a dashboard that helps leaders see where things are working effectively, where the engine light is on, and where more attention is needed



# Why Did We Need a Dashboard?

*Increasing our diversity representation and retention is a priority in our “We form the best team” NA talent strategy*

We had regional commitment to building an “inclusive and inspiring environment”...but confusion as to how to make it happen

- Worst case: Leaders expected HR to solve issue
- Best case: Leaders engaged but no real change
- Most cases: HR felt ill-equipped to work with leaders (*number/data challenged*); Leaders felt unsure of what actions would best drive change

“We hear from you at every meeting that we are not where we should be...and we agree, but what can we do?”

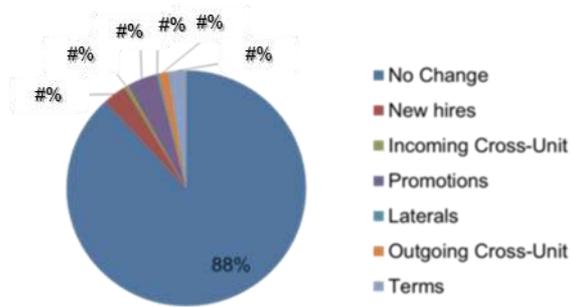
“I work really hard at hiring a diverse workforce, why won't my numbers improve?”



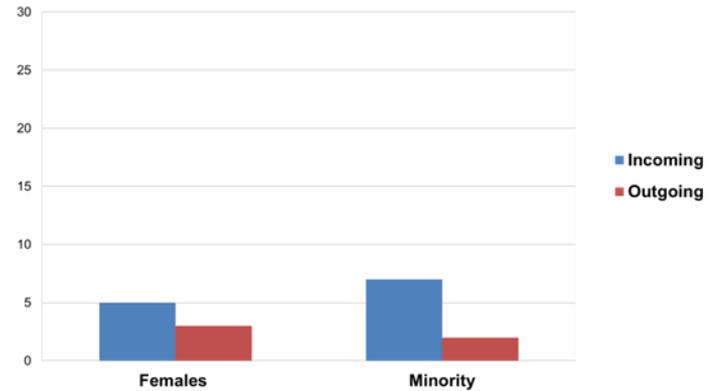


# Sample Dashboard: Every Decision Counts

**2012 Mid-Year Movement Update  
(January 1 - June 30, 2012)**



**2012 Midyear View of Talent Decisions**



Talent Movement (US Employees)	Unit XYZ		BASF		DiversityInc. Top 50 Benchmark
	Mid Year 2012	2011	Mid Year 2012	2011	
New Hires	# %	# %	# %	# %	
Promotions	# %	# %	# %	# %	
Incoming Cross Unit	# %	# %	# %	# %	
Laterals	# %	# %	# %	# %	
Outgoing Cross Unit	# %	# %	# %	# %	
Terms	# %	# %	# %	# %	
Asian, Black & Hispanic Employees	# %	# %	# %	# %	30%
Female Employees	# %	# %	# %	# %	46%
Number of Employees used for Calculation **	509	501	14,003	13,992	

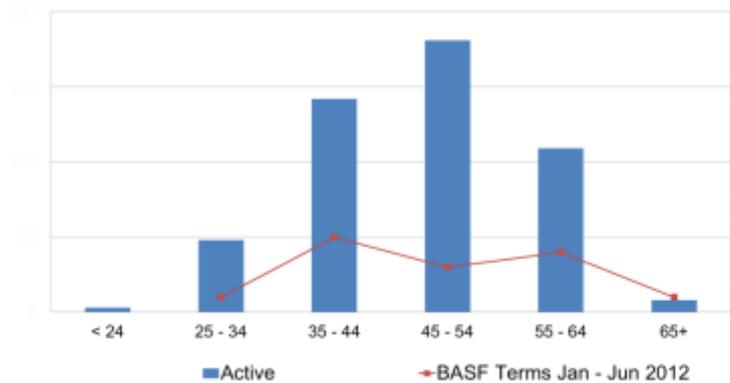
\* 2011 calculation based on self-reported race (non-white) only

\*\* Average between Dec 2011 and June 2012 Express report headcount (US only)

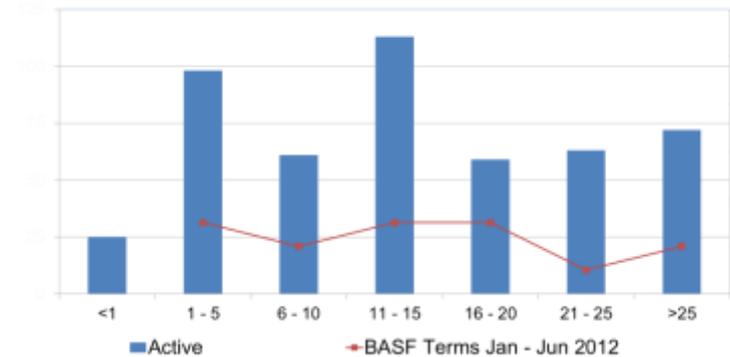
Quarterly Change	Females		Minority		Δ (Incoming – Outgoing)	
	Incoming	Outgoing	Incoming	Outgoing	Female	Minority
Q1 2012	3 30%	2 20%	6 60%	1 10%	1	5
Q2 2012	2 33%	1 13%	1 17%	1 13%	1	0
Q3 2012	--	--	--	--		
Q4 2012	--	--	--	--		
<b>Net Change</b>	5	3	7	2		
<b># Opportunities</b>	16	18	16	18	2	5
<b>% Diverse Choices</b>	31%	17%	44%	11%		

# Sample Dashboard: Every Decision Counts

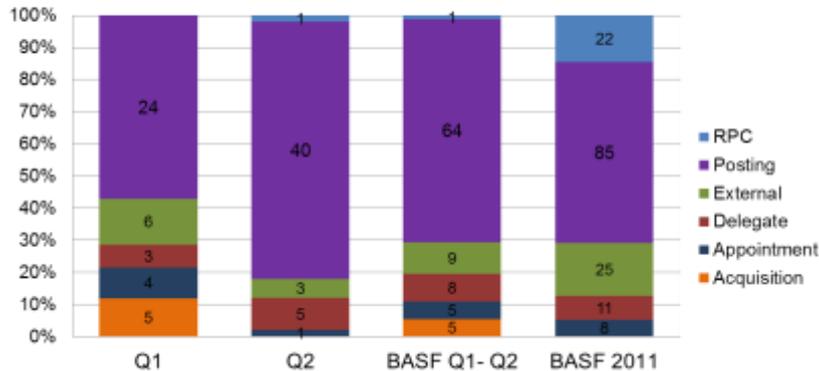
**2012 Employee Age**  
(Business Unit X)



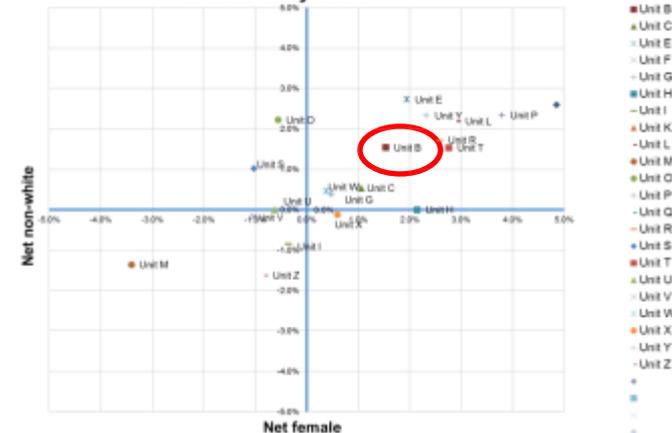
**2012 Employee Years of Service**  
(Business Unit X)



**Business Unit X Source of Hire**  
Midyear 2012



**Net Diversity Gain**



# Results: Action Planning Beyond the Numbers; Changing Behaviors

- Capturing the attention of leaders with a tool that takes them beyond composition
- Driver for finding and keeping the best talent, and recognizing it when it comes from unexpected backgrounds
- This is the year we stop talking about Diversity + Inclusion, and deliver meaningful action through mutually agreed action plans

## Sample Action Plan for Unit XYZ as of Q2 2012

Objective	Activities	Owner(s)	Measures	End Date
Attract	1. Ensure that all positions state grades 5.1+ have cross- <u>bu</u> interviews	RT	Target: 10 positions have cross-unit interviews	
	2. Ensure that LT members attend at least 1 D+I sponsored event each quarter	SJ, RB	Target: 4 attended events by end of Q4	
Develop	3. Create three 'developmental positions' to be filled with regional 'emerging talent'	TM, PR	Target: 3 positions filled by Q4	
	4. Ensure at least one cross-unit candidate is interviewed for all open positions	SJ, each unit head	Target: List of 'silver medalists', at least 5 cross-unit moves	
Retain	5. Identify 'regrettable loss' employees and ensure quarterly 'development plan' updates are conducted	AB	Target: identify top 8 from SP exercise	
	6. Facilitate the participation in projects by recent hires	GD, RS	Target: Create 4 project teams; circulate recent hire list to network for projects	
Culture/ Composition	7. Create knowledge transfer program in product management team and technical service area	FJ	Target: 4 checklists to be completed for each segment	
Prepared by:			Date Prepared:	

# How Is It Working?

- Leaders are ‘owning’ and accelerating their actions
- Leadership teams are getting the same story to drive down through the organization



The dashboard is helping:

- Provide transparency on how hiring/retention decisions made in each unit move the needle on our shared goals
- Provide context for action planning
- Trigger deeper discussion/analysis around talent/D+I metrics and workforce planning
- Change focus from quibbling about data points to focus on the big picture

# Key Learning and Next Steps

1. Watch out for and quickly address data management weaknesses
2. System needs to be automated, to allow for time to be better spent consultatively on data interpretation and action planning
3. The organization will have an insatiable appetite for this data; establish ground rules and determine distribution frequency. At BASF, we will refresh data 2X/year, with ongoing leadership dialogue
4. Pay close attention to the special needs of key target areas (e.g. manufacturing)
5. Next steps for BASF: Further engage top leadership and expand globally
6. Improve drill-down capability for priority items



**Lessons  
Learned**

## Time to Hear from You...

- We would be happy to answer your questions
- Also happy to have you get in touch with us in the future
- [patricia.rossman@basf.com](mailto:patricia.rossman@basf.com)
- [tina.kao@basf.com](mailto:tina.kao@basf.com)

