

# Diversity & Inclusion Technology: The Rise of a Transformative Market

---

By Stacia Sherman Garr, RedThread Research,  
in partnership with Carole Jackson, Mercer

February 2019



This report, one of the first of its kind, is a comprehensive overview of a vigorous and evolving global market. It offers objective information about D&I technology by establishing a common framework for it and identifying key vendors and their respective solutions. Our goal is to provide key stakeholders, such as vendors, organizational leaders, and consumers, an overview of this dynamic and important human resources (HR) technology marketplace.

Our journey to understand the D&I technology market began nearly a year ago when we, RedThread Research and Mercer, decided to partner on this research. We had a vague idea it was a “hot” market, but we did not understand the extent of its size and reach. This report, with its 105 vendors and 13 customer stories, is the result of a nine-month long effort.

To provide a comprehensive overview of the D&I tech market, we split our study into two phases. The first phase resulted in a qualitative report, published in September 2018, that summarized the D&I technology market landscape. The second phase of the study, the current report, adds a quantitative component to our understanding of the D&I technology landscape. In addition, we interviewed customers and reviewed more vendors, and wove their insights throughout the report. Finally, we included customer success stories and screenshots from the vendors those customers used, to bring the numbers to life.

With the publication of this second report, we see that D&I technology is a market gaining traction and poised for rapid acceleration. Organizations everywhere are looking for solutions to disrupt the stagnant progress towards greater diversity. New technological capabilities offer breakthrough insights that can drive new behaviors and actions to accelerate progress.

Focusing on diversity and inclusion is not a new idea, but few can deny that we have reached an inflection point. After years of spending time and money on diversity and inclusion, there is a palpable feeling of fatigue: the representation of historically underrepresented employees has not changed commensurate with those efforts and many organizations are still far from reaching their goals.

## What is diversity? What is inclusion? What is D&I technology?

---

- **Diversity:** The variation in backgrounds, attitudes, values, beliefs, experiences, behaviors, and lifestyle preferences with respect to gender, race, ethnicity, nationality, language, age, mental and physical abilities and characteristics, sexual orientation, education, religion, socio-economic situation, marital status, social roles, personality traits, and ways of thinking.
- **Inclusion:** Acts or practices that provide an equitable and fair distribution of resources (jobs, income, opportunities, access to information, etc.). Such acts and practices enable all members, including those from underrepresented groups, to be respected and appreciated for their unique contributions and be fully integrated into the informal networks of an organization.
- **D&I Technology:** Enterprise software that provides insights or alters processes or practices, at the individual or organizational level, in support of organizations’ efforts to become more diverse and inclusive.

Over the last 18 months, the slow D&I burn turned into a flashpoint. In 2017, #MeToo thrust diversity and inclusion – and Boards of Directors, CEOs, business and HR leaders – into the spotlight in new and often uncomfortable ways. Though other important social movements have contributed to the attention on D&I, #MeToo became a dramatic inflection point – at least in part because so much of it was concentrated within a work setting. The raft of subsequent firings and lawsuits introduced executives to the real dangers of turning a blind eye to bad behaviors and an unhealthy culture. Before #MeToo, what you didn’t know was unlikely to hurt you. Not anymore. Now, what you don’t know can hurt you, your brand, and your stock price.<sup>1,2,3</sup>

While #MeToo was a response to sexual harassment, it quickly became obvious to many leaders that it was symptomatic of a bigger problem of systemic bias and unfair treatment within organizations. The ubiquity of #MeToo in the workplace made it clear that this is not simply a problem with individuals, to be solved via risk mitigation or legal restitution, but rather a problem with systems and cultures, which must be solved holistically.

Now leaders across organizations are stepping back and reflecting on this reality asking, “How do we build a culture that does not tolerate discriminatory or inequitable behavior?” Further, as they look to the future, leaders are also asking, “How do we create the inclusive culture we need to support the diverse, multigenerational workforce we are striving to become?” The previous feelings of fatigue have turned to impatience over how to accelerate the pace of substantive change.

---

**Leaders increasingly understand that not having a diverse organization and an inclusive culture is a systemic problem, therefore individual interventions alone will not work.**

---

In the past, many of the solutions for diversity, inclusion, and equity focused solely on the individual: Unconscious bias or other training – for the individual. Mentoring – for the individual. Sponsorship – for the individual. Clearly these approaches on their own have been inadequate – organizations still struggle to bring the diversity of the world into their organizations and specifically at their leadership levels. Leaders increasingly understand that not having a diverse organization and an inclusive culture is a systemic problem, therefore individual interventions alone will not work.

Thus, there is greater collective awareness and need for system-wide solutions to address D&I challenges in organizations. This means a combination of strategy, processes, policies, technology, culture, and individual behaviors, purposely designed to address individual and structural bias (e.g., embedded into organizational processes and practices) that are barriers to fair and respectful treatment in the workplace.

Though there are extensive reports on systemic approaches to address D&I issues, one piece that is typically missing is the role of technology in both enabling organizations to become more diverse and inclusive and in evaluating D&I efforts. Now that so many vendors are beginning to enter this space, it is time to explore these pieces in more depth.

RedThread Research and Mercer are excited to partner on this study to inform organizational leaders of the innovative technology solutions available in the marketplace. We also aim to help technology vendors identify new opportunities for products and solutions that can address organizational interests and needs. We extend our sincerest gratitude to the technology vendors who participated in the first and second phases of this research.



**Stacia Sherman Garr**  
Co-founder & Principal Analyst  
RedThread Research



**Carole Jackson**  
Principal, D&I Research & Products  
Mercer





SECTION 1

# About this Report



We believe that D&I technology has the potential to be a disruptor to the structural biases (intentional or not) that hide in our processes and behaviors. Applied correctly, technology can enable scalable, consistent decision-making while also alerting users to previously-hidden patterns of bias. That said, our glasses are not so rosy as to blind us to the potential limitations or detrimental impacts of technology. Our hope is that this D&I technology report will serve as the start of a conversation that will continue to drive further study of this new space. Throughout this report, we share our findings and answers to the four questions below:

- 1. What are the most important things to know about D&I technology?**
- 2. What is the current state of the D&I technology market?**
- 3. What specific talent areas do these D&I technologies cover?**
- 4. How might the D&I technology market change in the next 18 months?**

The overall flow of the report is as follows: First, we cover the [trends that are driving the current increased attention on D&I](#), the [definition of D&I technology](#) and [its importance](#), as well as [its benefits and risks](#). We highlight the [potential dangers of artificial intelligence \(AI\) and D&I](#) and list [key considerations when using AI in organizations](#).

Second, we provide an overview of the [current state of the D&I technology market](#), the [problems these technologies are trying to solve](#), [feedback from customers on the D&I problems they face](#), the [current size of the D&I technology market](#), and the [types of vendors who are developing D&I technologies](#).

Next, we categorize D&I technologies into four specific talent areas and their associated sub-categories:

- **Talent Acquisition:** [Candidate sourcing](#) and [candidate selection](#)
- **Development/Advancement:** [Learning and development](#), [mentorship/career management](#), [performance management](#), [HIPO selection](#), and [leadership development](#)
- **Engagement/Retention:** [Employee experience](#), [employee communications](#), and [employee voice](#)

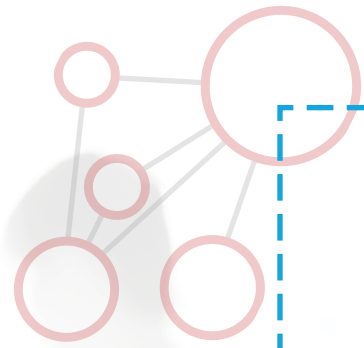
- **Analytics:** [D&I analysis and monitoring \(including pay equity analysis\)](#), [D&I business case](#), and [employee resource group management and analysis](#)

In each of these sections, we list the vendors we identified within each of these areas, their common capabilities, and client success stories and screenshots of the associated technologies.

Finally, given all of the information gathered in this research, we provide [predictions for the D&I technology market for the next 18 months and recommend additional areas to study as the market continues to evolve](#). We also provide a static view of our D&I Technology Market Map and invite all readers to engage with the interactive version by clicking [here](#). Finally, you can read a summary of our methodology [here](#).

## Key Findings

- The D&I technology market is fragmented, growing, and large. We identified 105 vendors for this research (and expect there are more that we couldn't identify). The majority of surveyed D&I tech vendors are small, growing quickly, less than four years old, with customers mostly from knowledge industries (finance/banking, technology, professional services). We estimate the overall market size to be approximately \$100 million.
- Of the talent management areas D&I technology providers focus on, the largest percentage of solutions focus on talent acquisition (43%). The smallest percentage is on engagement/retention (12%), which is a bit ironic, since the primary reported success measure of D&I technology is an improvement in engagement scores.
- Fifty-percent of talent acquisition D&I tech vendors in our survey report having VC funding. The other three categories have very different models, with nearly 80% being owner-bootstrapped, private-equity-backed, self-funded, or other.
- Surveyed D&I technology vendors in all four of the talent management areas are growing rapidly. Nearly 40% within each category are experiencing more than 100% YOY revenue growth.
- Surveyed D&I tech vendors are showing market traction: nearly 60% have more than \$100,000 in revenue, and more than a third have more than 100 customers. That said, most vendors have fewer than 100 customers and the majority of customers are small (with fewer than 1,000 employees).



— — SECTION 2

**What are the most important things to know about D&I technology?**

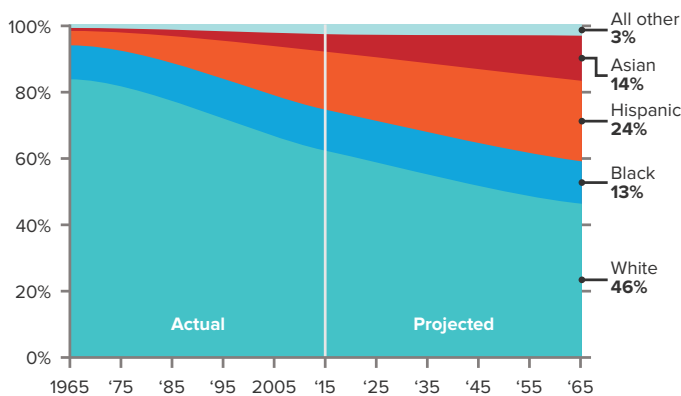
We've identified the information we need to know most about D&I technology, and organized it to address the following specific questions:

- **Why are we seeing more attention on D&I right now?**
- **What is D&I technology?**
- **Why are people looking to apply technology to D&I now?**
- **What are the benefits and risks of D&I technology?**

### Why are we seeing more attention on D&I right now?

There are numerous trends driving the increased attention on the D&I conversation, not least of which is the changing racial and ethnic mix of the U.S. population.<sup>4</sup> Image 1, below, shows the projected growth of ethnic diversity among younger Americans through 2065. People between ages 15 and 24 make up close to 20% of the world's population. Further, by 2025, millennials (those born between 1980 and 1996) are expected to comprise three-quarters of the global workforce.<sup>5</sup> Younger and increasingly diverse populations often bring with them evolving expectations and a willingness to bring D&I to the forefront of societal conversations.

**Image 1: The changing face of America, 1965 – 2065<sup>6</sup>**  
*% of the total population*



Note: Whites, black and Asians include only single-race non-hispanics; Asians include Pacific Islanders. Hispanics can be of any race. Source: Pew Research Center 2015 report, "Modern Immigration Wave Brings 59 Million to US, Driving Population Growth and Change Through 2065"

In addition, workplaces are becoming more multicultural with global talent moving across countries and positions. Non-traditional forms of work continue to gain popularity, such as freelancing, virtual work, and short-term project-based assignments.<sup>7</sup> There is also a shortage of talent that is especially acute in knowledge industries. The financial and business services industries expect a shortage of 10.7 million candidates by 2030,<sup>8</sup> which will continue to fuel this upward trend in global talent interconnectedness. These workplace changes in demographics, non-traditional workforces, and talent shortages are strong forces pushing diversity and inclusion to center stage.

## The amplified attention on D&I is also due to its increasingly well documented relationship to business outcomes.

The amplified attention on D&I is also due to its increasingly well-documented relationship to business outcomes. Research shows that more diverse and inclusive organizations outperform those that are not. A survey of 1,700 organizations across eight countries found that organizations with above-average total diversity had both 19% higher innovation revenues and 9% higher margins.<sup>9</sup> Therefore, organizational leaders are increasingly seeing D&I as critical to achieving financial goals.

These trends, accelerated by the rise of #MeToo in October 2017, created a seismic shift in the discussion around sexual harassment that has spilled over into other diversity and inclusion topics such as gender identity racism, ableism, sexual orientation, national origin, age, veteran status, religion, and more. For example, 56% of millennials believe that "business leaders have a greater responsibility to speak out on social issues now than in years past."<sup>10,11</sup> This growing and collective frustration has increased the desire for a new approach to diversity and inclusion.



## What is D&I technology?

D&I technology is enterprise software that provides insights or alters processes or practices, at the individual or organizational level, in support of organizations' efforts to become more diverse and inclusive.

This new generation of software is different from older diversity-related technology in that its primary purpose is not to meet legal/compliance requirements, but rather to help drive systemic change in organizations. Our focus in this research is on technology that specifically impacts people decisions. There are other types of technologies – for example, those that improve technology accessibility for the differently abled – that could fit into this definition but were not included in this study because they do not directly impact people decisions.

There are three primary types of vendors offering D&I technologies today:

- **“D&I Focus” vendors:** These vendors' primary business is helping organizations address their D&I challenges. An example of this is a vendor whose product focuses only on reducing unconscious bias during hiring.
- **“D&I Feature” vendors:** These vendors offer features or functionalities that cater specifically to D&I needs, but their primary business includes more than D&I. An example of this is a recruiting software vendor whose product can make all resume names/identifying information “blind” to minimize unconscious bias.
- **“D&I Friendly” vendors:** These vendors do not address D&I as their primary focus, and they do not market themselves specifically as doing so, but their features or functionalities could positively impact diversity and inclusion in organizations. An example of this is a recruiting software vendor who uses artificial intelligence (AI) to recommend appropriate candidates to hiring managers.

## Why are people looking to apply technology to D&I now?

The development of new technologies – specifically AI,<sup>12</sup> machine learning,<sup>13</sup> algorithms,<sup>14</sup> text mining,<sup>15</sup> sentiment analysis,<sup>16</sup> and natural language processing<sup>17</sup> – has provided novel capabilities which can be applied to diversity and inclusion challenges.<sup>18</sup> The need to prioritize objective decision-making is one of the main drivers for greater customer interest in D&I analytics

(and associated technologies).<sup>19</sup> As a result, we are now seeing an increased demand from customers for more technological tools aimed at monitoring, analyzing, and addressing D&I challenges.

At the same time, the concept of unconscious bias<sup>20,21</sup> has become increasingly pervasive, with many organizations<sup>22</sup> training their employees on the concept. Unfortunately, though an increased awareness of unconscious bias can have benefits, it is not a systemic and consistent solution to the challenge of unconscious bias in the workplace. Even organizations with successful unconscious bias training programs are looking for ways to sustain the organization in its efforts to address these biases, since training itself is not enough.<sup>23</sup>

---

## The need to prioritize objective decision-making is one of the main drivers for greater customer interest in D&I analytics (and associated technologies)

---

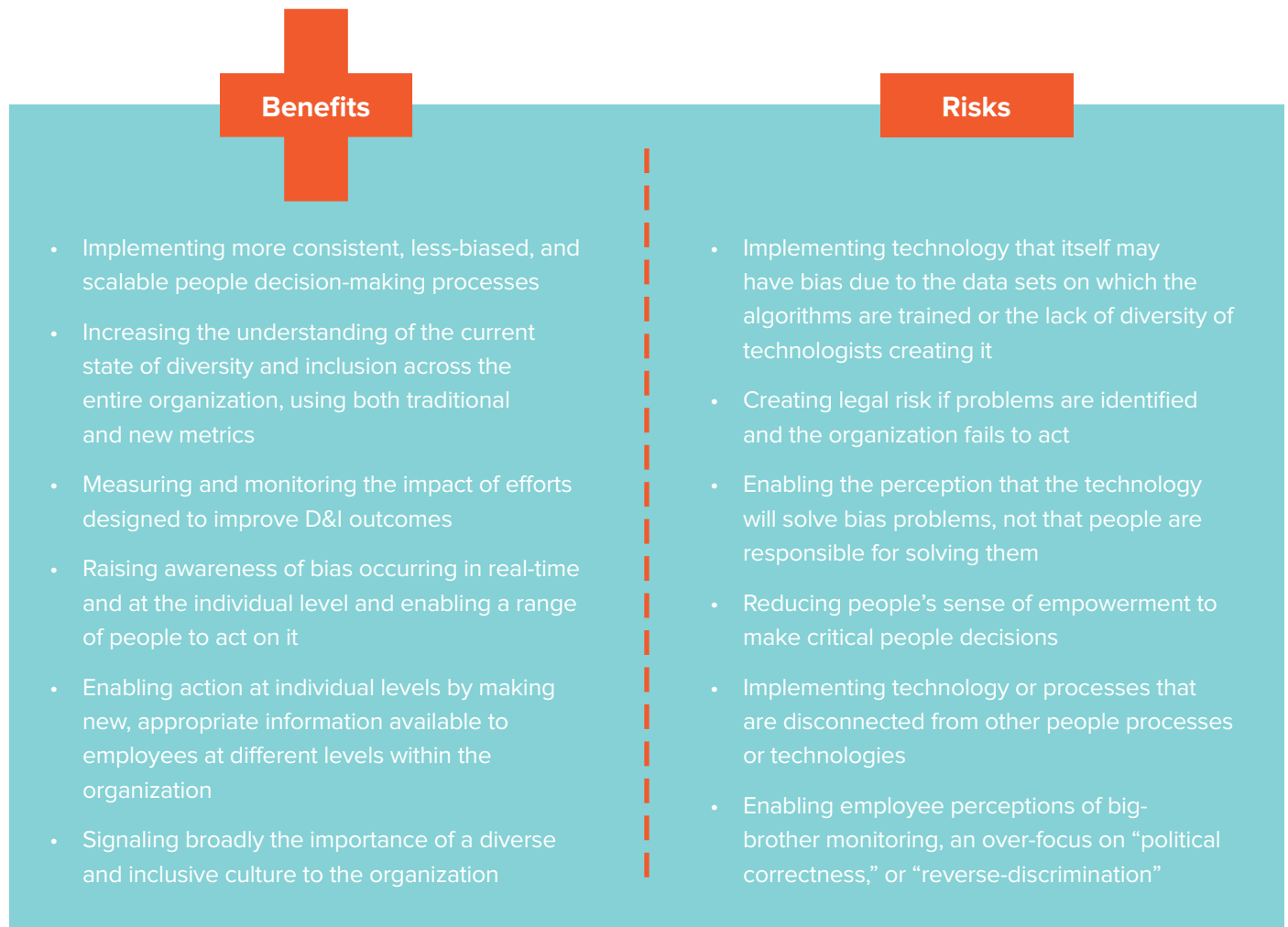
### What are the benefits and risks of D&I technology?

While there are many potential benefits of D&I technology (see Image 2), the most apparent one is the opportunity to create consistent, scalable practices that can identify or mitigate biases across organizations, often in real-time. Many people-related decisions leave a lot of room for bias, particularly when it comes to an assessment of a person's skills, behaviors, or value (e.g., for hiring, performance evaluation, promotion, or compensation). Much of the technology on the market today is designed to change the processes that enable bias or identify that bias exists. Another benefit customers see in D&I technology is the increased understanding of the current state of diversity and inclusion throughout the organization. With greater visibility, leaders can better measure and monitor the impact of D&I initiatives.

On the other hand, there are latent risks associated with the use of technology to address D&I issues, such as the potential for bias in artificial intelligence (AI) algorithms. Research shows people often misunderstand AI and overestimate the power of using such technology in their decision-making.<sup>24,25</sup> There are other risks, too. For example, organizations that identify diversity and

inclusion problems but fail to act are at greater risk for legal repercussions. There could also be a perception that D&I technology will solve bias problems and that people are not responsible for solving them. These risks – and plenty of others – could impact the effectiveness of these new technologies.

**Image 2: Benefits and risks of implementing D&I technology<sup>26</sup>**



To debunk some of the myths associated with the use of these technologies, we've outlined in the sidebar the potential dangers and limitations of using AI when

it comes to decision making. We've also suggested some steps leaders can take to become better informed consumers of AI products.

## The potential dangers of artificial intelligence in D&I technologies

- Decisions based on AI algorithms have grown in complexity (often lacking a clear logical flow that humans can understand), opaqueness (as of result of limited transparency, regulation, and accountability), ubiquity (AI has become mainstream), and exclusiveness (especially if developed by small and/or homogenous teams).
- There are increased concerns around algorithmic design stemming from inadvertent human biases that can embed unintended discriminatory features into the algorithm. Introducing diversity and inclusion principles into algorithmic outcomes can be difficult if said principles are not practiced before designing the algorithms because machine learning is based on existing data.<sup>27</sup>
- In instances where there is limited human oversight and involvement in the development and/or implementation of AI technology, there may be limited transparency and accountability on how predictive tools reach their decisions. AI systems are like black boxes, making it hard to identify potential bias and analyze decisions reached by predictive tools.<sup>28</sup>
- AI can amplify stereotypes, adversely impacting underrepresented and marginalized populations.<sup>29</sup>
- Widespread use of AI has moved fast, with little scrutiny and oversight from regulatory bodies.<sup>30</sup> The responsibility of upholding ethics is often in the hands of AI developers, which brings the need to establish and sustain a code of AI ethics to the forefront.<sup>31</sup>





---

## Being an informed consumer of these AI technologies is a critical step in ensuring unbiased assumptions and objective outcomes.

---

### Five key considerations for using D&I artificial intelligence in organizations

---

1. Recognize that AI and algorithms are not neutral because they are created and trained by humans with innate biases. Therefore, make every effort to understand their full benefits and limitations. Ask D&I technology vendors if they conduct algorithmic audits and risk assessments to determine how their predictive tools reach decisions and their potential impact on underrepresented populations.
2. Become well-versed in understanding your D&I technology data by becoming aware of how D&I data is used, stored, and processed within algorithms. Use your internal HR and workforce analytics to monitor and better understand the impact of using D&I technologies on your specific organization.
3. Establish a governance process that maintains a holistic view across sources of data and algorithms.
4. Formalize and communicate a standard organizational framework that establishes a shared understanding of how and when your organization makes decisions stemming from AI technologies to ensure transparency and accountability among stakeholders.
5. Use artificial intelligence information directionally, as one piece of the larger puzzle, rather than as an absolute. Consider the macro-level picture of AI data by incorporating other sources of information to better substantiate your decisions.



— — SECTION 3

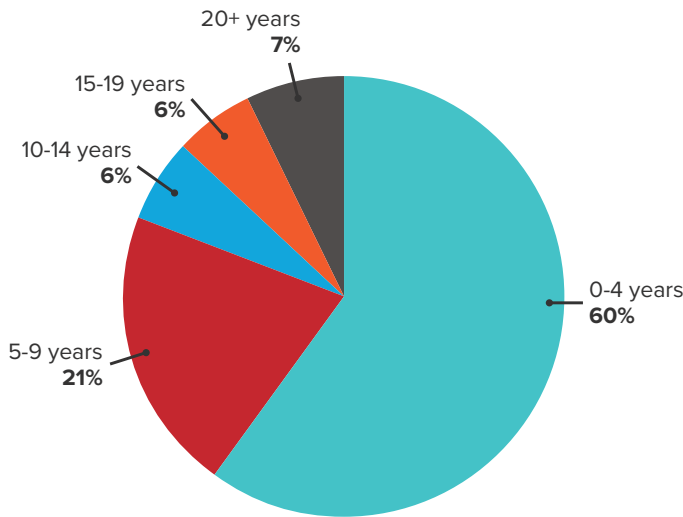
# What is the current state of the D&I technology market?



To provide an overview of the current state of the D&I technology market, the following section outlines vendors' age, their growth rate, funding sources, and the problems they aim to solve. We also describe the overall D&I tech market size and its key players.

In general, the D&I technology market is young. A majority of D&I technology vendors (60%) are less than four years old (see Image 3), and most vendors (81%) are less than nine years old.

**Image 3: Age of D&I technology vendors**



n = 105

Source: RedThread D&I Technology Survey, 2018

**A majority of D&I technology vendors (60%) are less than four years old, and most vendors (81%) are less than nine years old.**

The market is also growing at a rapid pace, with nearly 60% of the organizations four years or younger experiencing more than 101% year-over-year (YOY) revenue growth.<sup>32</sup> Small organizations, as you might expect, are also growing quickly; approximately two-thirds of organizations with fewer than 50 employees are growing at least 51% YOY revenue.<sup>33</sup> Organizations with venture capital (VC) support seem to have the fastest growth of all.<sup>34</sup> The rapid growth of the D&I technology market signals an increased appetite for solutions to address diversity and inclusion challenges.

### Overview of the data included in this study

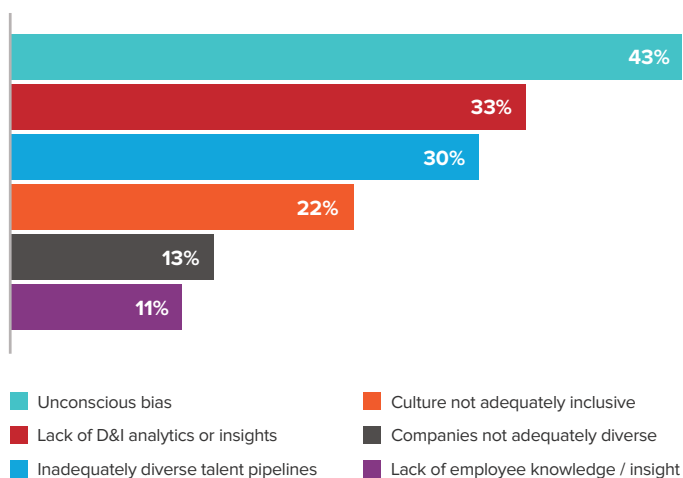
We identified 105 organizations in this space. A total of 96 D&I technology organizations responded to the web-based survey during the study's two phases, 33 in the first phase, 63 in the second. We gathered publicly-available information for the remaining 9, and also supplemented the data provided by surveyed companies with public information. We share information on the larger data set (105) when it is available, but at times, the data set is only for the 96 vendors that completed the survey or just the organizations that chose to respond to a specific question in the survey. We do not report any information where the number of respondents is smaller than 19.



## What problems are these technologies trying to solve? And are they the right ones?

The increased attention on diversity and inclusion has created a ripe market opportunity. D&I technology vendors surveyed in this research study reported that there are three main problems they are trying to address through their solutions (see Image 4). First, they need to reduce unconscious bias (43%), especially in support of their customers' efforts to attract and retain a diverse workforce. Second, a lack of D&I analytics or insights (33%), which customers often use to guide decision making in their organizations. Third, the desire to address inadequately diverse talent pipelines (30%).

Image 4: Problems D&I technology is trying to solve<sup>35</sup>



n = 89

Source: RedThread D&I Technology Survey, 2018

Beyond addressing specific D&I problems through their technology solutions, vendors surveyed measure the success of their products primarily by the impact on employee engagement scores (55%), an increase in the diversity of the talent pipeline (55%), and a decrease in unconscious bias (50%) (see Image 5).

Along the same vein, customer feedback suggests that there is an increasing shared curiosity to explore different D&I technology solutions.<sup>36</sup> Similar to the problems vendors are trying to address, most customer interest centers on solutions to decrease bias and gather D&I data and analytics. More organizations now recognize the innate tendency for people to categorize individuals according to specific labels, which can perpetuate stereotypes about people and situations, thus making bias a critical and pervasive challenge to address.

The desire for more D&I analytics goes beyond the need to make a business case for diversity and inclusion. Customers want more analytics to help them prioritize D&I areas for intervention and action. A recent conversation with a key leader of a non-profit agency revealed that executive leaders understand the need for diversity and inclusion and its impact on key outcomes. Yet, they often struggle to identify key D&I areas to improve. Leaders often “see the potential negative impact of not being inclusive – don’t need to prove that – but we do need to understand specifically where and how we need to make improvements.”

---

## Customers want more analytics to help them prioritize D&I areas for intervention and action. Leaders want to understand specifically where and how they need to make improvements.

---

Based on our interviews, most customer interest centers on solutions to decrease bias and gather D&I data and analytics. Customers want more analytics to help them prioritize D&I areas for intervention and action. Leaders want to understand specifically where and how they need to make improvements.

Customers also seem interested in D&I technology solutions to address candidate selection and sourcing in their talent acquisition efforts, which also mirrors the focus vendors are placing on addressing inadequately diverse talent pipelines. Feedback from an HR leader at a software company indicated that one of the top challenges they are trying to address is, “making sure we aren’t introducing biases during the talent acquisition and hiring processes.”

When deciding to purchase a D&I technology solution, customers tend to prioritize scalability and making their technology tools widely available throughout many geographic locations. In our conversations with customers, they often indicated that they tend to prioritize technologies that seamlessly link to and integrate with their existing HR platforms rather than adding yet another tool to the mix.

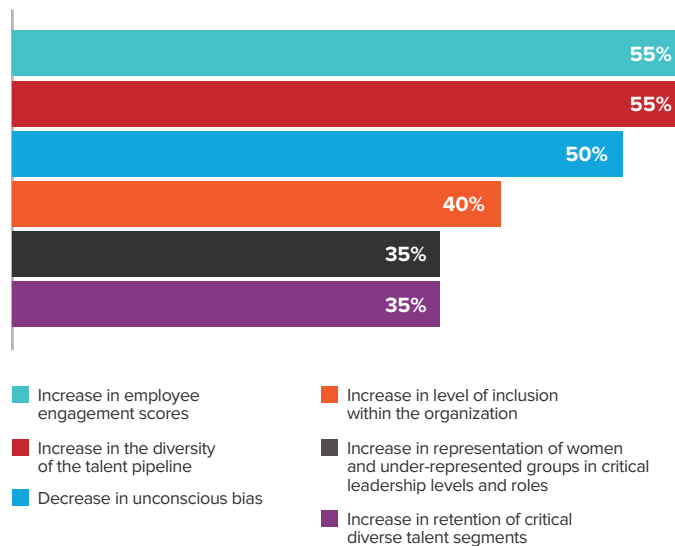
### What D&I problems are customers trying to solve?

*D&I customers share their thoughts.*

- “The D&I focus is shifting from hiring diversity to also supporting the talent development of historically underrepresented employee groups.”
- “Communicating inclusively is a key problem. There are groups of employees feeling like ‘outgroups’ and we must fix it because our leadership team wants to support innovation through greater diversity.”
- “We need to move the needle on diversity hires and promotions, and create more opportunities to further diversity in our organization.”
- “We must figure out how to measure diversity without it being interpreted as a quota.”
- “We need to quantify outcomes to obtain the funding needed for our D&I programs and take them to the next level, and it’s hard to quantify results.”
- “Some of our top priorities include addressing power differentials in the organization, how power is used, and the impact on inclusion. We need to help leaders understand how they’re perceived, especially among our younger and increasingly diverse staff.”
- “Operationalizing D&I in practice is a challenge. We need to have policies and processes in place that align to our values and expectations of a more inclusive work environment.”

When we transition to looking at the primary success measures of D&I technologies, we see slightly different success measures compared to the problems vendors are trying to solve (Image 5).

**Image 5: Primary success measures of D&I technologies**



n = 20

Source: RedThread D&I Technology Survey, 2018

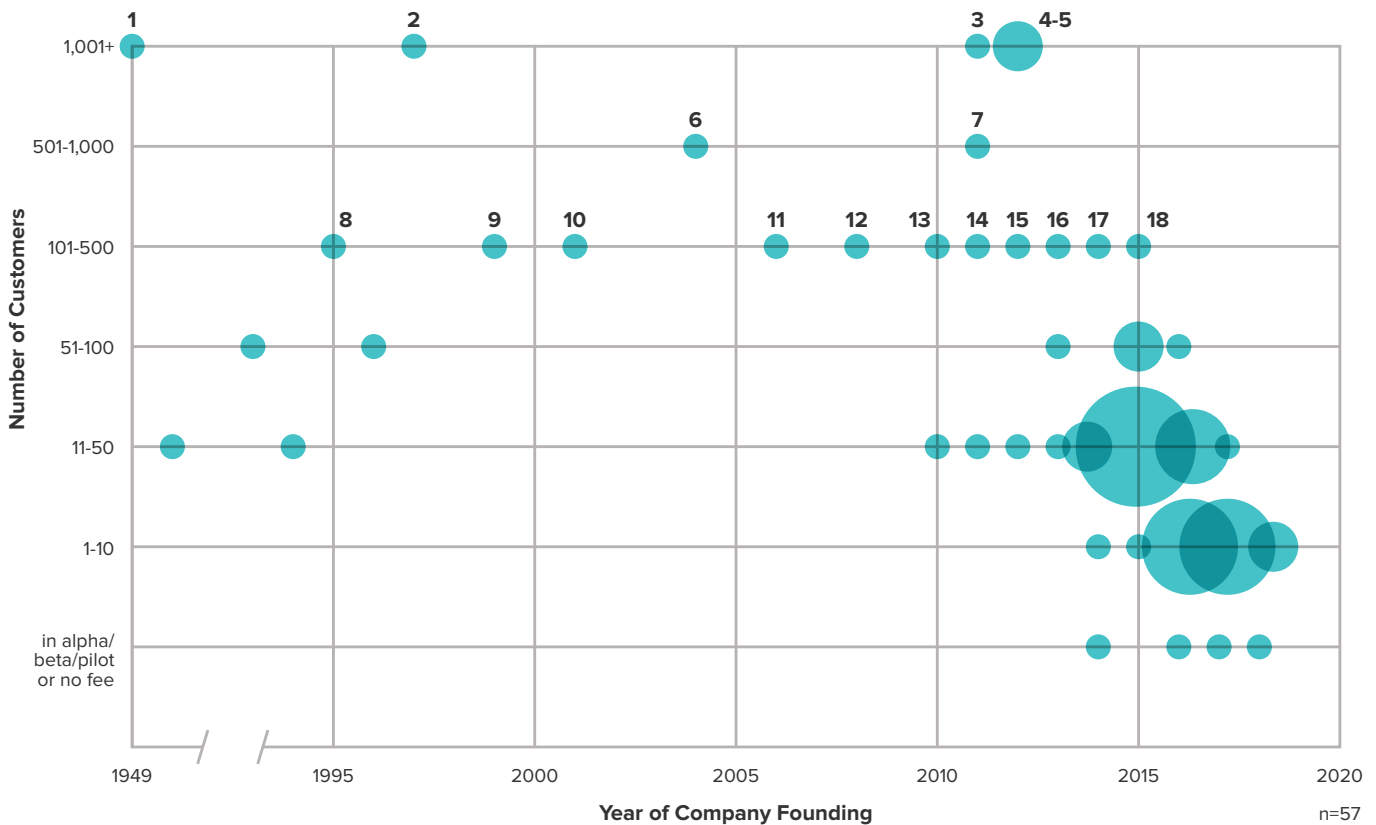
While there is clear alignment between most of the problems vendors are trying to solve and the top success measures for their products, there is one anomaly: the top success measure for D&I products is employee engagement, but most D&I technology solutions are not designed to directly influence engagement. Though decreasing unconscious bias or increasing the diversity of talent pipelines can certainly influence engagement, they are not the sole drivers of it. Establishing employee engagement as the primary measure for D&I technologies could be setting D&I tech vendors up for failure. Further, most D&I technology vendors don’t measure engagement, so it is hard for them to prove success. We therefore suggest that vendors and customers alike reconsider the primary success metric for D&I technologies and quantify the impact it has on the specific talent area it is influencing.

## How big is the D&I technology market?

Based on the revenue numbers reported by vendors and the number of vendors in the space (at least 105, by our count), we estimate that the D&I technology market is roughly \$100 million. The general trend for organizations that participated in this research is that they are small but gaining traction. In fact, there has been an upsurge in new D&I technology vendors since 2010, with the highest concentration serving fewer than 50 customers (see Image 6). These young D&I technology vendors are also small. Most vendors (74%) have fewer than 50 employees (see Image 7) and are less than 4 years old (60%).

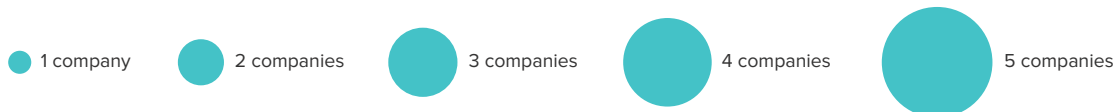
We estimate that the D&I technology market is roughly \$100 million. There has been an upsurge in new D&I technology vendors since 2010.

Image 6: Organization age compared to number of customers



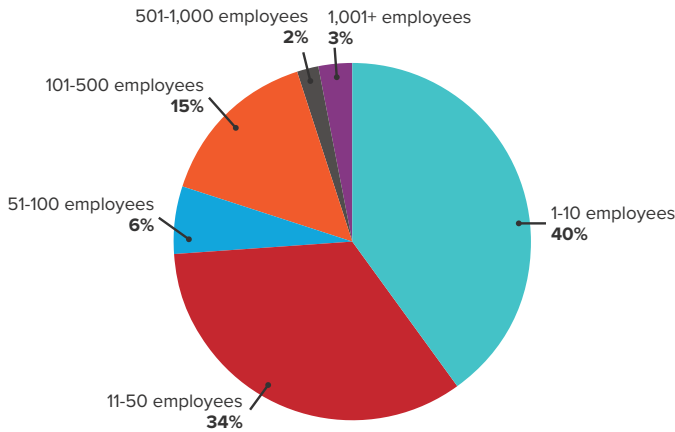
### KEY

- |                        |              |                    |
|------------------------|--------------|--------------------|
| 1. ADP                 | 7. Entelo    | 13. Visier         |
| 2. Saba, Inc           | 8. Oleeo     | 14. TrustSphere    |
| 3. Culture Amp         | 9. Planbox   | 15. Plum           |
| 4. GoodHire            | 10. VIGlobal | 16. Scout Exchange |
| 5. Greenhouse Software | 11. Limeade  | 17. Textio         |
| 6. HireVue             | 12. Yello    | 18. SeekOut        |



Source: RedThread D&I Technology Survey, 2018

**Image 7: Number of employees at D&I technology vendors**

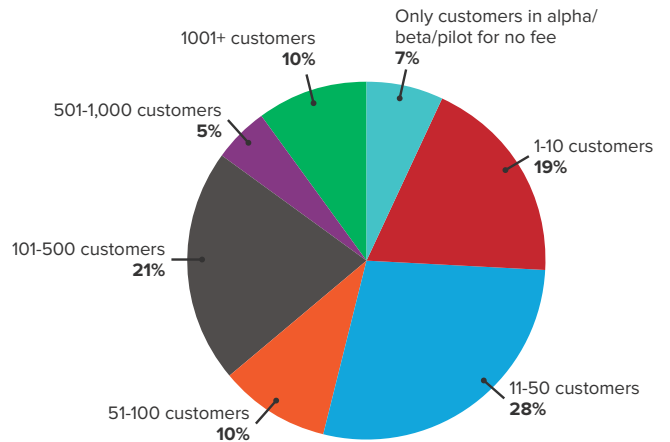


n = 105  
Source: RedThread D&I Technology Survey, 2018

Tremendous opportunity exists for D&I technology vendors to sell their solutions to larger organizations. Most vendors serve fewer than 100 customers; only 14% serve more than 500 customers (see Image 8). On average, vendors also report that most of their current D&I technology customers are small, with close to half of their customers having fewer than 1,000 employees (see Image 9). This is likely because these vendors are selling to smaller organizations that are less risk averse and have faster sales cycles.

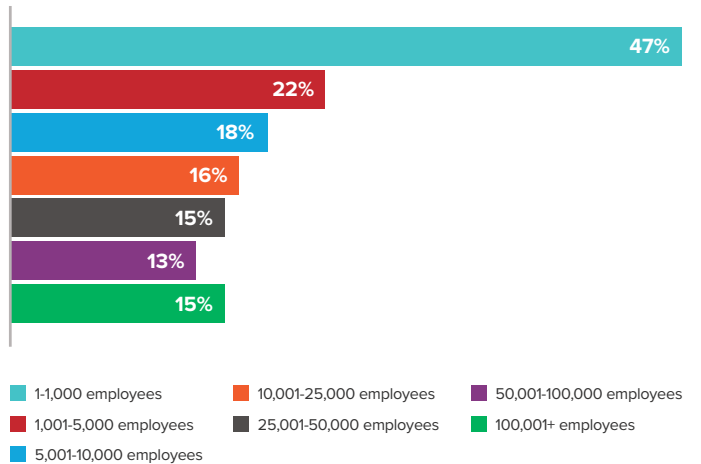
**Tremendous opportunity exists for D&I technology vendors to sell their solutions to larger organizations.**

**Image 8: Average number of customers for D&I technology vendors**



n = 58  
Source: RedThread D&I Technology Survey, 2018

**Image 9: Average customer size for D&I technology vendors**



n = 42  
Source: RedThread D&I Technology Survey, 2018



There is an opportunity for D&I tech vendors to expand their customer base to a wider range of industries. Current D&I technology vendors primarily serve customers in knowledge industries such as finance/banking (16%), technology/software (14%), and professional services/consulting (9%). This is likely due to a combination of factors, such as the tightness of the talent markets in these industries, increased interest from customers in partnering or awarding contracts to companies who support diversity and inclusion, and greater scrutiny from regulators.<sup>37,38,39</sup>

As we look at the D&I technology vendor market overall, we see that it is growing rapidly. Younger D&I technology vendors with fewer employees are experiencing the greatest growth.<sup>40,41</sup> D&I technology vendors with funding from venture capital are also growing the fastest, which makes sense since the purpose of VC is to accelerate vendors' growth.<sup>42</sup>

The rapid growth rate in the D&I technology vendor market, combined with customers' desire to explore solutions to address their D&I challenges, suggests that the growth rate will continue to move upwards at a rapid pace and that more D&I technology vendors will continue to pop up in the market.

---

**There is an opportunity for D&I tech vendors to expand their customer base to a wider range of industries. Current D&I technology vendors primarily serve customers in knowledge industries such as finance/banking (16%), technology/software (14%), and professional services/consulting (9%).**

---

## Who is developing D&I technologies?

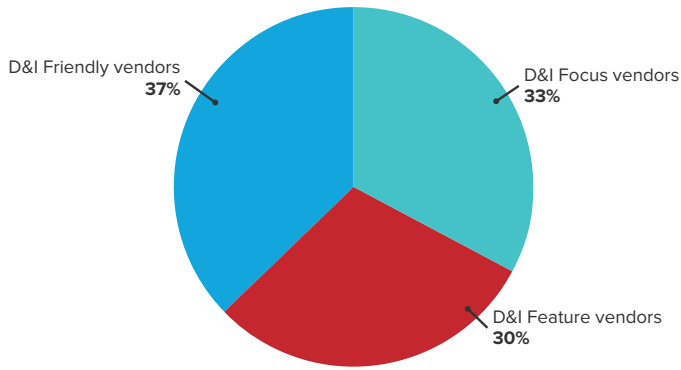
As previously mentioned, we have categorized D&I technology vendors as Focus, Feature, or Friendly according to the extent of their offerings. D&I Focus vendors have specific solutions to address D&I challenges. D&I Feature vendors offer functionalities to address D&I needs, but their primary business is not addressing D&I challenges. D&I Friendly vendors offer some features that could positively impact D&I challenges, but they do not market themselves as such.

Looking at the D&I technology market by vendor type (see Image 10) shows that each vendor type has approximately one third of the market. D&I Focus vendors are the youngest with 89% of them being less than four years old, followed by D&I Friendly vendors (53% less than four years old) (see Image 11).

The customer bases of these different vendor types vary significantly. D&I Friendly vendors tend to have the most customers (31% have more than 100 customers), while D&I Focus vendors tend to have the least customers (94% have less than 100 customers). These D&I Focus vendors are younger entrants to the market and are often trying to address market gaps through their specialized D&I solutions, which may be why they tend to have fewer customers.

Employee size is another area in which D&I technology vendors tend to differ (see Image 12). D&I Feature vendors have a larger workforce (43% have more than 100 employees), which makes sense given that these are older vendors in the market (36% are 10 years or older). On the contrary, D&I Focus vendors (97%) have a smaller number of employees (less than 50 employees), which is reasonable because these are the newest vendors in the market.

**Image 10: Types of D&I technology vendors**

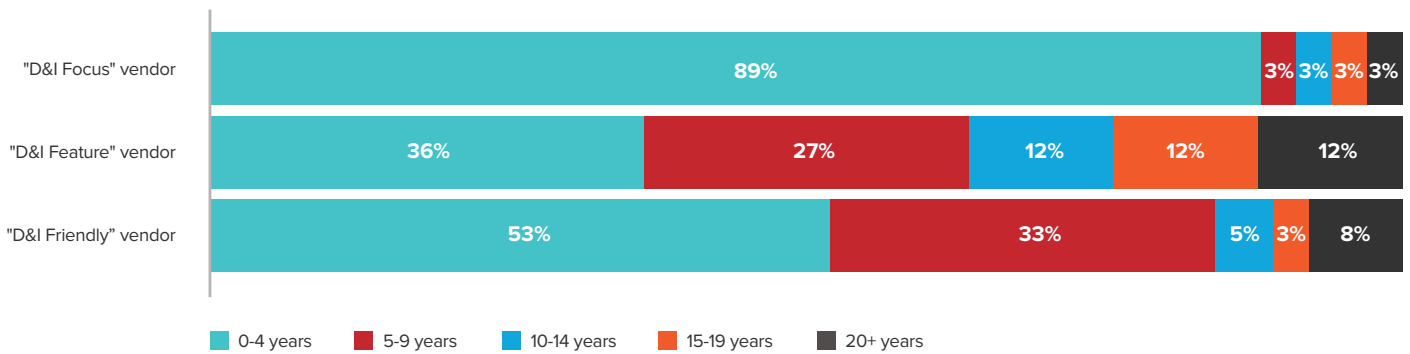


Looking at the D&I technology market by vendor type shows that each vendor type has approximately one third of the market.

n = 105

Source: RedThread D&I Technology Survey, 2018

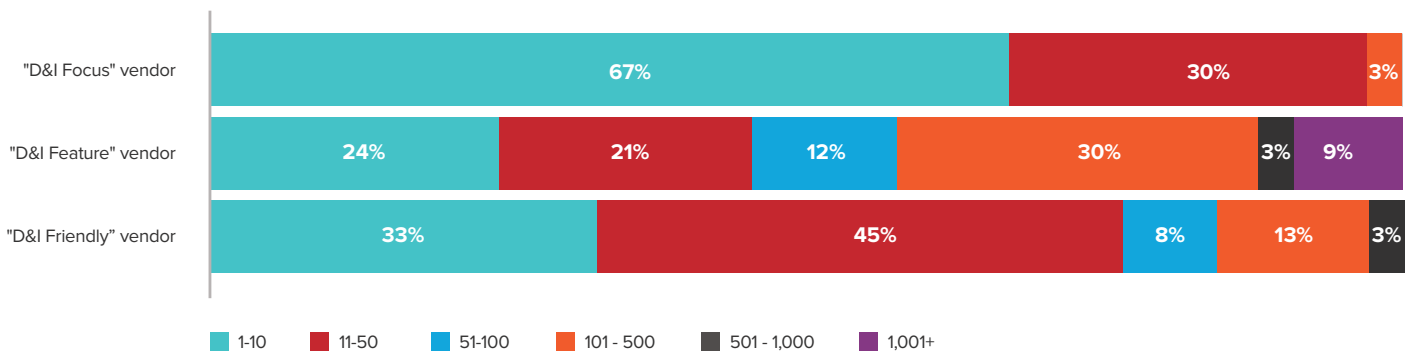
**Image 11: D&I technology vendor types by age of organization**



n = 105

Source: RedThread D&I Technology Survey, 2018

**Image 12: D&I technology vendor types by number of employees**



n = 105

Source: RedThread D&I Technology Survey, 2018



— — SECTION 4

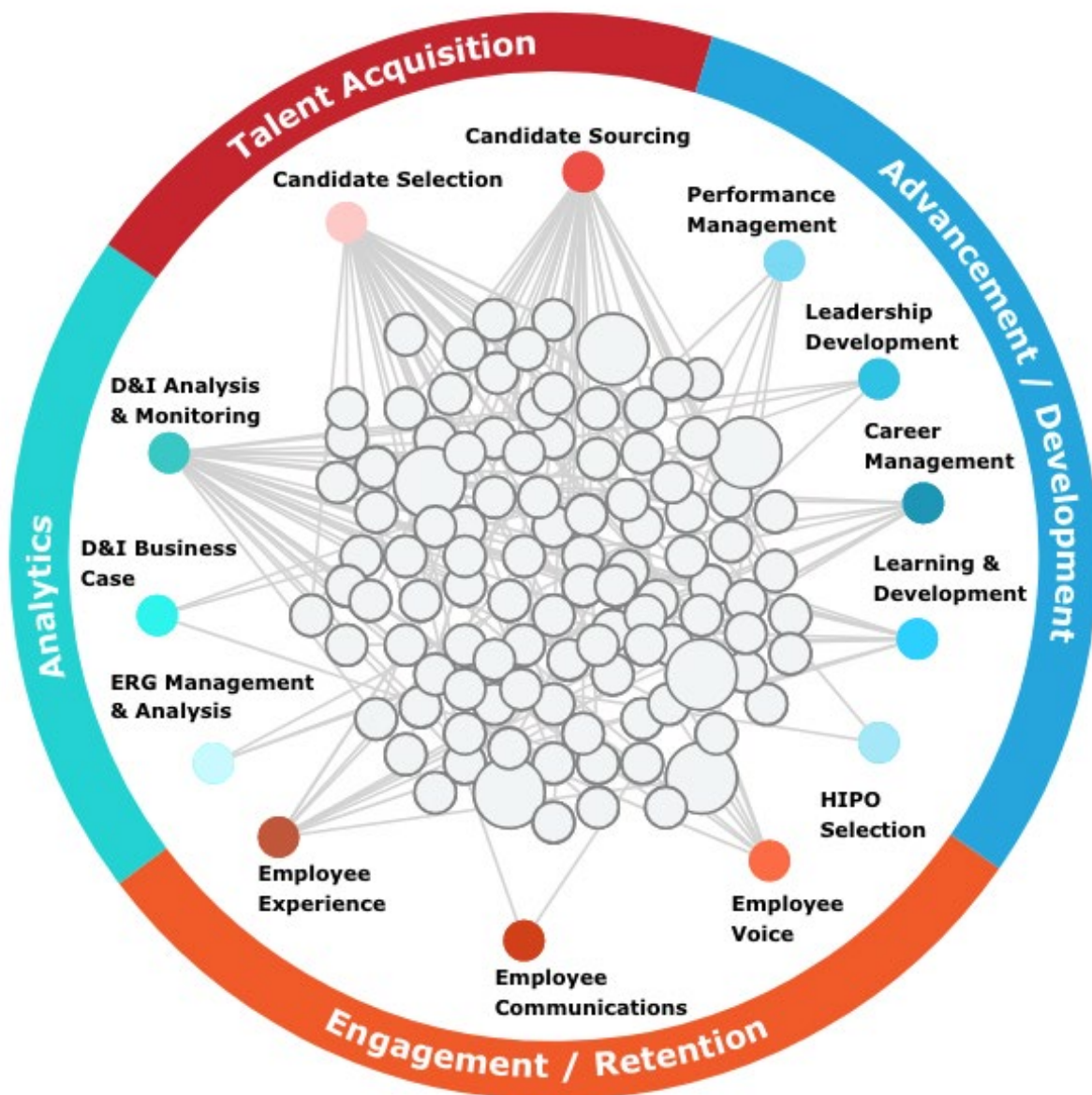
**What specific talent areas do these D&I technologies cover?**



Many of the new D&I technologies we have uncovered to date can be categorized similarly to how we categorize talent management activities (see Image 13). These technologies are typically targeted at either candidates or employees and can be grouped into four overarching categories with numerous subcategories:

- **Talent Acquisition** – Includes candidate sourcing and selection
- **Development/Advancement** – Includes learning and development, mentorship and career management, performance management, high-potential selection, and leadership development
- **Engagement/Retention** – Includes employee experience, employee communications, and employee voice
- **Analytics** – Includes D&I analysis (e.g., D&I dashboards and pay equity), D&I business case analysis (e.g., data that shows the return on diversity and inclusion investments), and employee resource group (ERG) management and analysis

Image 13: Categories of D&I technology within talent management activities<sup>43</sup>





Much of the D&I technology market focuses on talent acquisition solutions (43%) (see Image 14), and most of these vendors are young (less than 4 years of age). For the most part, all talent management categories are growing rapidly with nearly 40% within each category experiencing more than 100% YOY revenue growth.

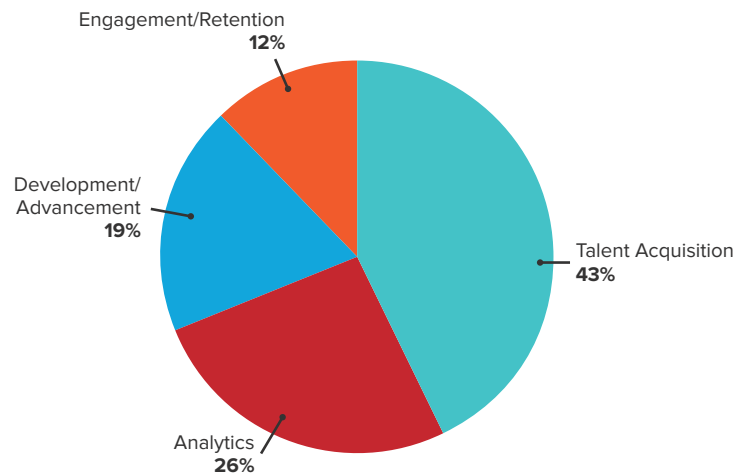
**Much of the D&I technology market focuses on talent acquisition solutions (43%), and most of these vendors are young (less than 4 years of age).**

Funding models vary by category. The talent acquisition category receives the most venture-capital-backed funding with 50% of talent acquisition vendors in our survey indicating that they had either early or late-stage VC funding. The other three categories (development/advancement, engagement/retention, and analytics) are nearly 80% owner-bootstrapped, private-equity-backed, self-funded, or other.

**Vendor size varies somewhat by the category the vendor focuses on. For example, development/advancement and engagement/retention vendors tend to have the smallest teams, with roughly half of them having less than ten employees.**

Vendor size varies somewhat by the category the vendor focuses on. For example, development/advancement and engagement/retention vendors tend to have the smallest teams, with roughly half of them having less than ten employees. Talent acquisition vendors are more likely to have between 11 and 50 employees, which makes sense given that they are also the vendors most likely to receive substantial VC funding. All vendors report relatively few customers, but this is especially the case for the development/advancement vendors (89% have less than 100 customers). Click [here](#) to see an interactive version of the overall D&I technology market map.

**Image 14: Percent of D&I technology market devoted to each talent category**



n = 105

Source: RedThread D&I Technology Survey, 2018

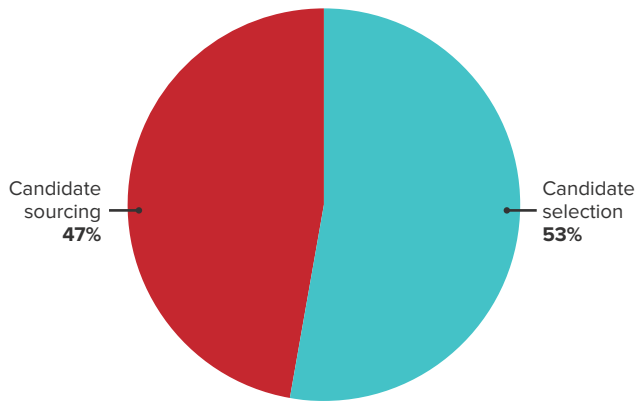
In the sections below, we walk through each of these overarching categories, the sub-categories, and the specific types of capabilities we most commonly find within each sub-category. We also mention specific vendors in each relevant space. For a full list of all vendors, see Appendix 2 of this report.

## Talent Acquisition

Click [here](#) for a full list of talent acquisition vendors

Mimicking the broader people technology market, talent acquisition represents a very large percentage – more than a third of the solutions identified to date – of D&I technologies currently on the market. These technologies are almost evenly split between targeting candidate sourcing and selection (see Image 15).

**Image 15: Percentage of D&I technology Talent Acquisition market devoted to each subcategory**

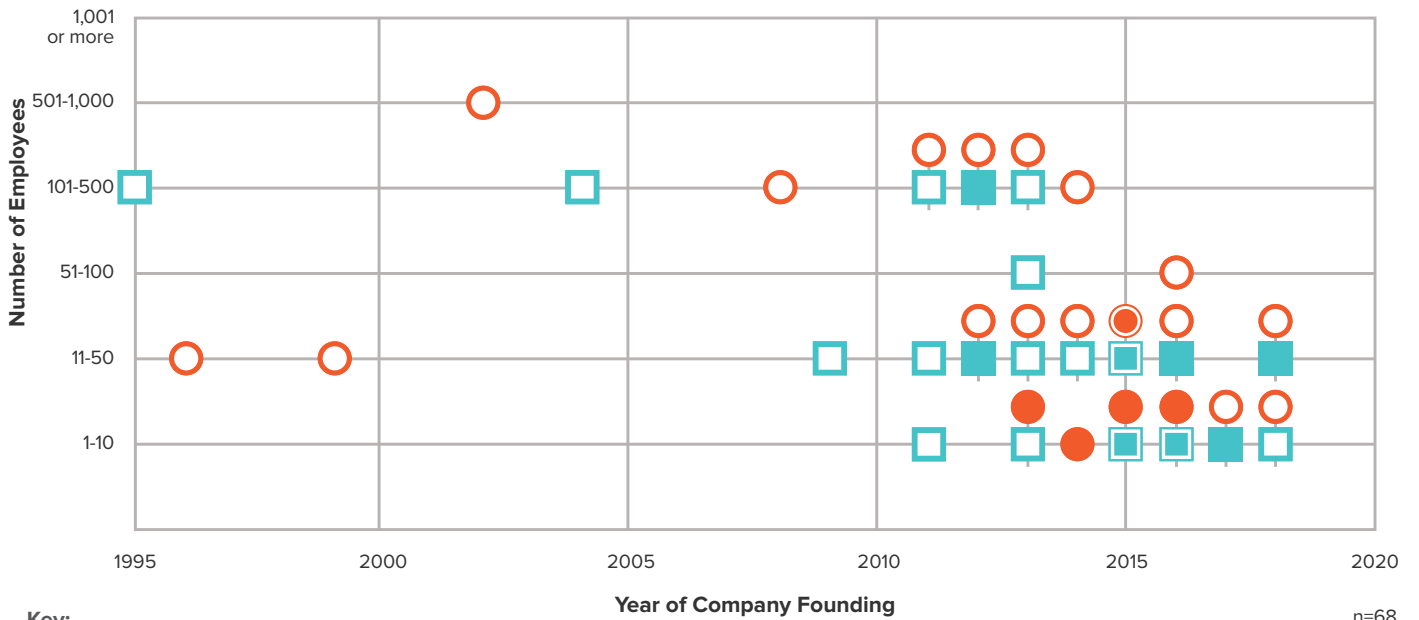


n = 68

Source: RedThread D&I Technology Survey, 2018

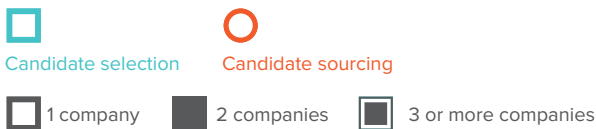
When we analyze the talent acquisition vendors by organization age and number of employees (see Image 16), we see a lot of companies that have come into the market in the last five years — a significant percentage of whom have 50 employees or fewer. Only one company in this space has more than 1,000 employees. The small size and young age of these vendors tell us that this is still a new and maturing market.

**Image 16: Organization age compared to number of employees for Talent Acquisition**



n=68

Key:



Source: RedThread D&I Technology Survey, 2018

## Candidate Sourcing

Click [here](#) for a full list of candidate sourcing vendors

The candidate sourcing space is one of largest categories of all those we identified for this research. These technologies are focused on providing organizations with access to a larger and more diverse candidate pool. While there are individual nuances, the available solutions can be broken into the following types:

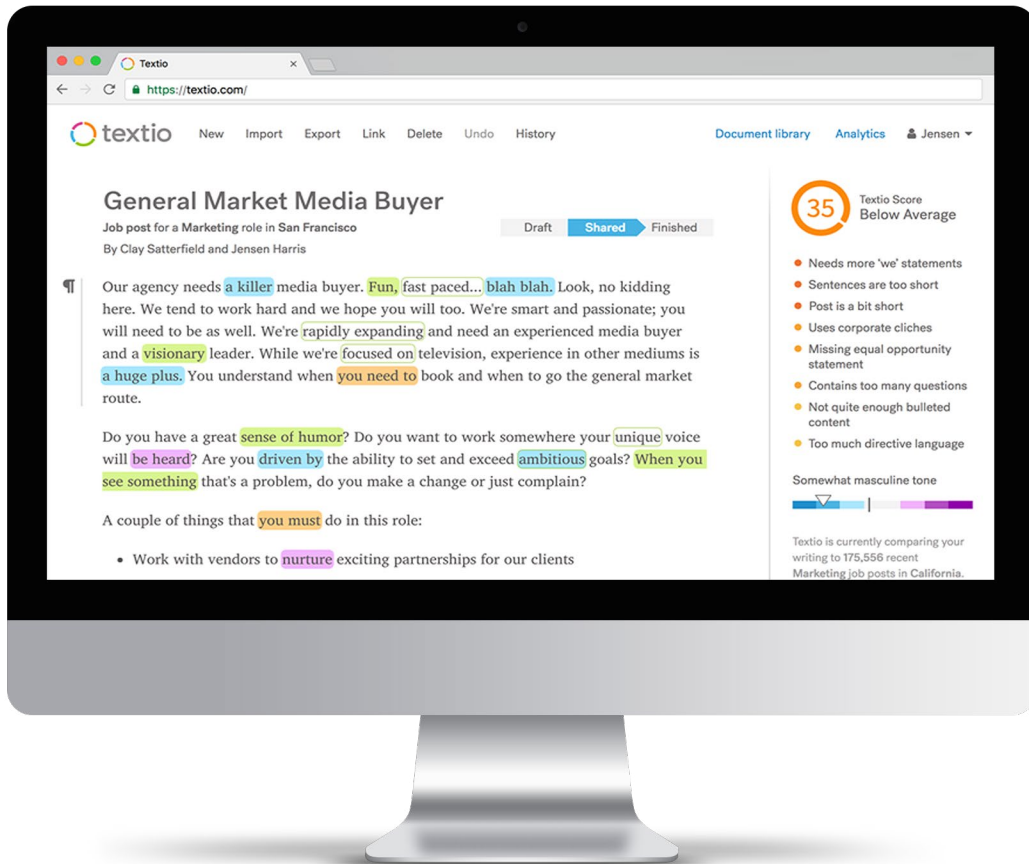
- **Accessing diverse pools of candidates:** Some vendors (Advancing Women, Door of Clubs, Fairygodboss, Headstart, IBM, InHerSight, Interviewing.io, Jenna AI Inc., Joonko, Jopwell, LinkedIn, PowerToFly, Scout Exchange, Teamable, and WorkplaceDiversity) do this by creating networks of diverse candidates, who are then offered up as potential candidates for employers seeking talent from these groups. Other vendors (Wonderkind) instead focus on targeting job ads to specific cohorts that may be under-represented in an organization.
- **Searching for diverse talent:** Other solutions (Atipica, Entelo, Headstart, HiringSolved, LinkedIn, PowerToFly, ROIKOI, Scout Exchange, SeekOut, and Yello) offer enhanced search capabilities allowing recruiters to search for candidates by specific attributes, such as gender, or background/ethnicity.
- **Changing job descriptions to reduce bias:** Another type of solution focuses on removing or reducing the bias in the job posting itself, which can unintentionally limit the pipeline of female candidates.<sup>44</sup> Numerous vendors offer solutions in this space, including Applied, GapJumpers, TalVista, TapRecruit, and Textio. Greenhouse takes a different approach and includes “nudges” within its software to heighten recruiters’ and hiring managers’ awareness of potential bias, but the software does not suggest content changes. For those with no budget for software, Gender Decoder is a free resource that provides a basic analysis of job descriptions, but lacks many of the bells and whistles of the other tools.

Companies from a wide range of industries are experiencing measurable success when implementing D&I technologies to address their candidate sourcing challenges and objectives. For example, Zillow Group uses Textio’s augmented writing platform to engage with passive candidates and expand their talent pool in an inclusive manner. Zillow Group’s VP of Recruiting notes, “With passive candidates you only have one opportunity and need to be very intentional with your approach. You get one email to engage their interest. And with that message, you’ve got to be able to differentiate your company and culture from hundreds of others reaching out. That’s where Textio Hire comes in. It gives my team inclusive language that is statistically proven to attract great candidates and improve our response rates.” Using gender neutral language in recruitment materials saved Zillow Group 2.5 weeks per hire. After deploying Textio, Zillow Group also saw a 12% increase in the number of applicants that identified as women.

Johnson and Johnson (J&J) is another organization, which in their efforts to develop greater strategic expertise in workforce people analytics, identified an opportunity to use Textio. J&J ran a pilot program using the technology to evaluate job descriptions for gender-neutral language (that appeals to both women and men) as part of their talent acquisition process.

J&J’s VP of Talent Acquisition and Employee Experience says that, “One of the tools that we love in that [workforce people analytics] ecosystem is Textio because it helps our recruiters write better job descriptions with very actionable and tangible data. I think what Textio has done very nicely is they’ve focused on an area that is a true pain point for an organization like J&J. Job descriptions are the most compelling kind of document candidates can read, and you’re helping us make them better, and that’s really valuable.” As a result of the Textio pilot program, J&J saw a 9% increase in the number of women applying to jobs, which at J&J equates to adding about 90,000 additional women into their talent pipeline each year. Results from the pilot program in the U.S. were so positive that J&J rolled out Textio as part of their global talent acquisition process.

Image 17: Screenshot of Textio’s technology



Source: Textio, 2019

## Candidate Selection

Click [here](#) for a full list of candidate selection vendors

The candidate selection category is also extremely crowded, and it seems that a vendor has to offer an “artificial intelligence powered solution,” just to compete. The capabilities in this area can be roughly divided into the following types:

- **Delivering blind resumes/profiles<sup>45</sup>:** Some vendors—such as Applied, Eightfold AI, Entelo, GapJumpers, Greenhouse, Ideal, Limbo, Newton, Oleeo, Seekout, TalVista, Whitetruffle, and Woo — “blind” resumes or profiles by removing names, photos, nationality, education or other details that could be used to identify the person. Blendoor does this, too, but also highlights data that it believes are relevant, given the specific job.

-----

**The candidate selection category is also extremely crowded, and it seems that a vendor has to offer an “artificial intelligence powered solution,” just to compete.**

-----



- **Creating blind assessments:** Other solutions offer blind auditions or assessments,<sup>46</sup> using technology to assess candidates' performance on mini-assignments or assessments that evaluate the specific skill sets required for the job. High-performing candidates are fast-tracked through the interview process. The idea is to reduce the likelihood that diverse candidates get screened out before they have a chance to demonstrate capability. Some of the vendors in this space include GapJumpers, Greenhouse Software, HireVue, Interviewing.io, Pymetrics, and Triplebyte. Some other vendors use additional technologies to augment their approach: 8 and Above and Knockri offer video-based AI-powered assessments, while Mya and XOR use chatbots to engage, screen and interview candidates.
- **Matching candidates to job descriptions:** Still other solutions focus on analyzing candidates' resumes or profiles for evidence of skills or capabilities that match existing job descriptions, and then provide recruiters or hiring managers with a list of top candidates for each job. Solutions such as Bowmo, Censia, Eightfold AI, Harver, Headstart, HiredScore, IBM, Limbo, Jenna AI, Plum, Pymetrics, softfactors, Teamable, and Visage do this. Jopwell takes a slightly different approach, instead suggesting relevant jobs to Black, Latinx, and Native American students and professionals at organizations that have expressed interest in hiring diverse candidates.
- **Reducing biases during selection processes:** Some vendors, such as TalVista, are attempting to reduce biases that can occur during selection processes by adding more structure (e.g., standardized questions and criteria) to the interview and debrief process. Other vendors, such as Greenhouse, use "nudges" to remind recruiters and interviewers of bias-reducing behavior (e.g., referring diverse candidates) to reduce the potential for bias. Another vendor, 8 and Above, offers video-based AI technology to assess interviewers' potential biases (as indicated by their speech, body movements, etc.) during interviews with candidates, enabling HR or managers to use that information as a foundation for providing feedback. Fortay removes subjective bias from the selection process by providing cultural alignment scores for candidates that help companies understand how well a candidate might fit into the team.

- **Reducing biases in the background checking process:** Another approach is to reduce bias in the background-check process. Checkr provides features that standardize the criteria on which people are screened out and can filter out records that are not relevant for a specific role (e.g., a customer can choose for minor drug offenses not to be reported for a customer support role). GoodHire gives candidates an opportunity to explain items that may have an adverse impact on their ability to pass a background check.

An example of delivering blind resumes/profiles comes from Entelo, a recruiting automation platform, which offers an "Unbiased Sourcing Mode." This feature allows users to hide specific information in candidate profiles that can potentially lead to both deliberate and unconscious bias in the evaluation process. Suppressing irrelevant information gives recruiters and hiring managers the ability to surface top candidates based solely on merit.

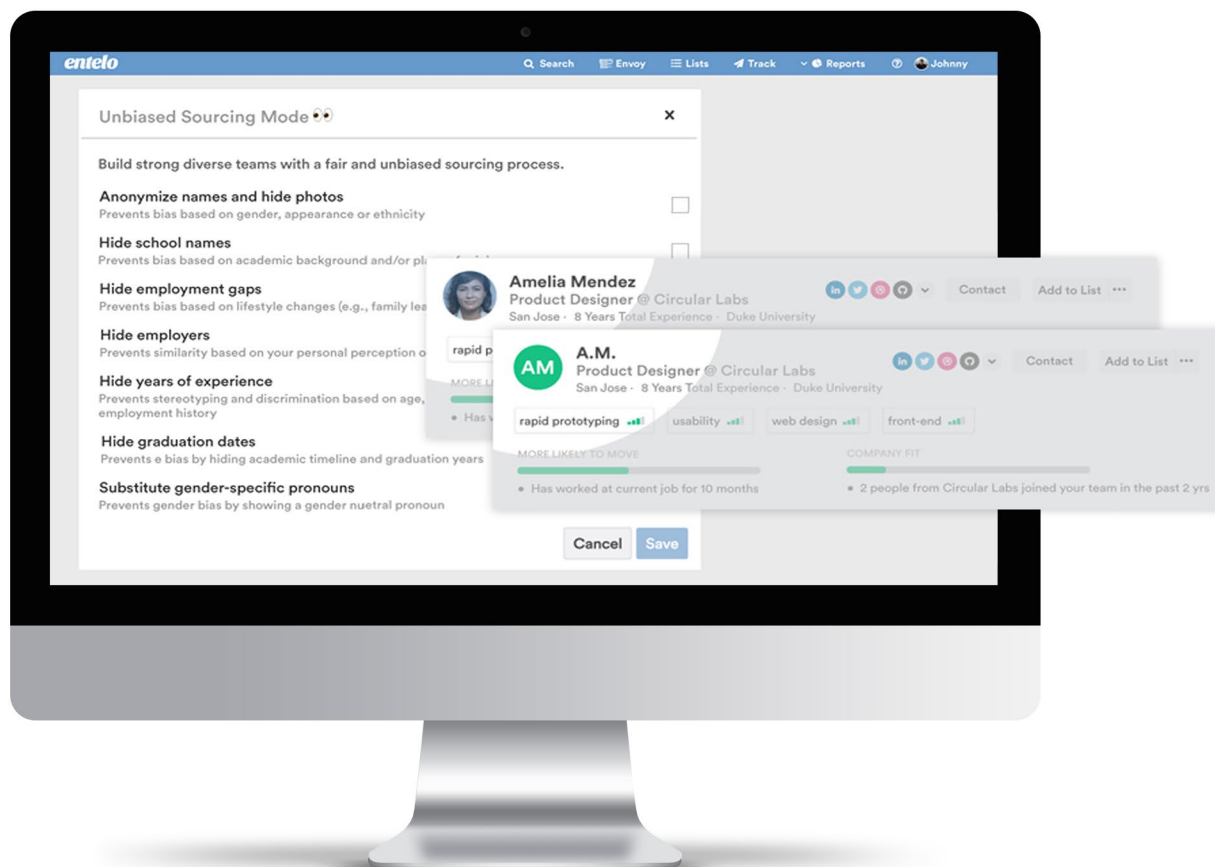
Formation.ai, a computer software company in the customer management space, is one of Entelo's clients using the Unbiased Sourcing Mode. "Even when people have the best of intentions, unconscious bias can still creep in," says Head of Recruiting at Formation.ai. She adds, "Entelo's Unbiased Sourcing Mode takes intention out of the equation and applies technology to effectively surface the best candidates based solely on qualifications. It reminds and enables us to keep our biases in check well beyond the sourcing stage. We find it to be a very useful tool as we strive to ensure a diverse range of voices throughout our growing our company."

-----

**Suppressing irrelevant information gives recruiters and hiring managers the ability to surface top candidates based solely on merit.**

-----

Image 18: Screenshot of Entelo's technology



Source: Entelo, 2019

An example of D&I technology that helps match candidates to roles is Headstart, a candidate management platform that leverages data, AI, machine learning, and automation to predict strong candidate/job fit, irrespective of ethnicity, sexual preference, or gender. Headstart's platform maps the clients' organizational culture and predictors of high performance and develops machine learning models based on these signals. It then adds external contextual data and ranks candidates based on role and culture, attempting to do so in an unbiased manner.

The consulting firm Accenture has a long-standing commitment to diversity. Two years ago the firm's UK and Ireland division initially implemented Headstart to gain access to a more diverse talent pool. The company quickly expanded its use, though, to use Headstart's candidate selection capabilities, specifically applying them to their hiring process for university students with technological expertise. The Accenture team indicated that using Headstart provided them with greater granularity of data and the ability to put specific

data points, such as grades, into greater context (e.g., socio-economic status) for all candidates. In addition to implementing Headstart, the company also integrated a much clearer D&I narrative throughout its candidate experience and provided more realistic job previews.

The results of these efforts are impressive. Accenture has seen a greater demographic mix in education, gender, and ethnic diversity within its approximately 26,000-person candidate pool and realized a 5 percentage point increase in female hires and a 2.5 percentage point increase in black and ethnic minority hires for technology-focused roles. The incoming class of technical talent is just over 50% female, which will support Accenture in its goal to have gender representation equity by 2025. Further, Accenture realized an improvement in the application non-completion rate (now near zero compared to 20% prior to implementation). Finally, Accenture has seen a \$2.1M in cost savings based on time spent (minutes per task) and it has reduced the cost-per-hire by 55%.

Accenture’s success at recruiting female technical talent is especially important to note, as a common refrain we hear is, “We’d love to hire female technical talent, but it doesn’t exist.” As Accenture’s director of recruitment across the UK and Ireland notes: “Talent is not there if you don’t do anything differently yourselves. If you say I want diverse backgrounds – but I want them to come from the same university with the exact same profiles as before – then you’re not really solving that problem. If you’re not changing or altering your attraction strategies and potentially your selection strategies, then you won’t find them. You must have a commitment to all those different elements – sourcing, assessment, communication, marketing – and if you do, you’ll get the benefits.”

-----  
“Talent is not there if you don’t do anything differently yourselves. If you say I want diverse backgrounds – but I want them to come from the same university with the exact same profiles as before – then you’re not really solving that problem.”  
-----

Image 19: Screenshot of Headstart’s technology



Source: Headstart, 2019

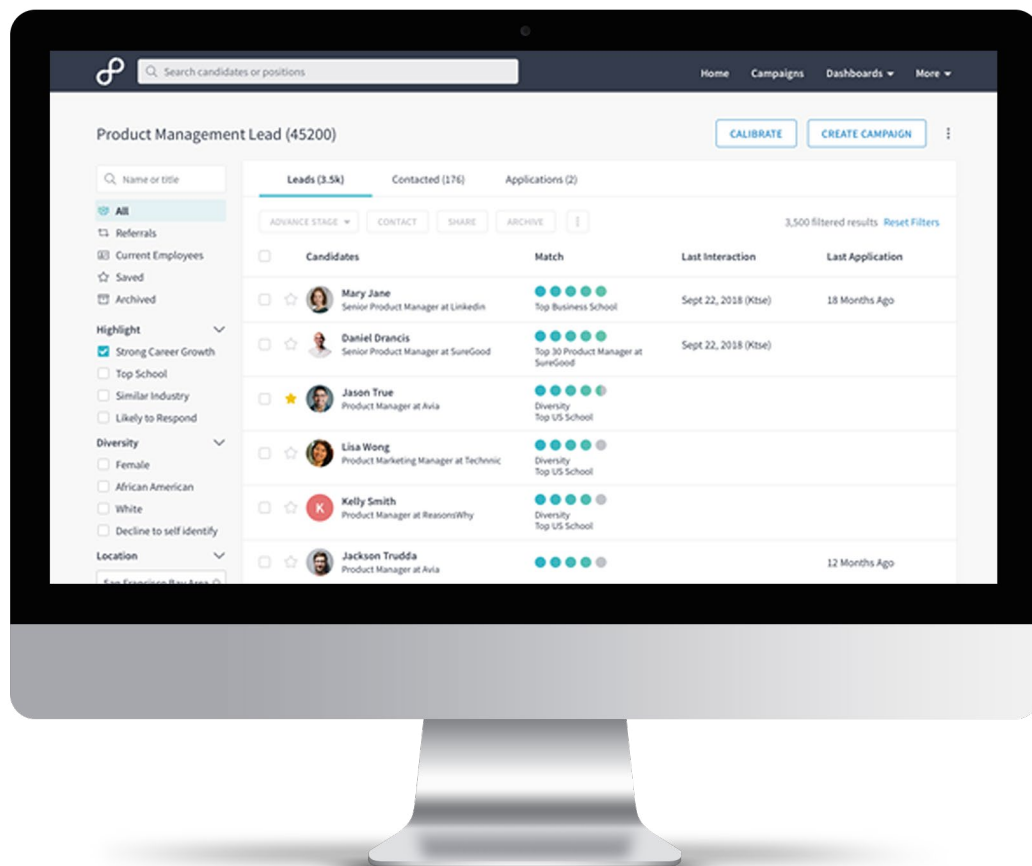
Another example of a vendor that is using AI to help with the talent sourcing and selection process is Eightfold.ai, an enterprise talent intelligence platform that combines acquisition, management, mobility, and diversity in one system for human resources teams. Eightfold tries to reduce bias from the hiring process – which it has found to occur 35% of the time during in-person interviews and 10% in online or virtual interview sessions<sup>47</sup> – while locating more candidates with diverse backgrounds. It also matches candidates with jobs based on skills, potential, and interests, and finds qualified individuals from underrepresented groups.

One company that has benefited from Eightfold is Tata Communications Limited, a global telecommunications company that is part of the Tata Group, which sought to

prevent gender bias and recruit more candidates from underrepresented populations. Tata used Eightfold to sort, rank, and prioritize candidates, leveraging broad profiles based on a variety of data sources. In addition, the company masked all personal details from hiring managers to reduce the likelihood of bias influencing who was selected for interviews.

After implementing these new processes, Tata Communications was able to achieve gender parity in interviews and a five-percentage point increase in the percentage of women hired. Further, the organization was able to experience a 45% increase in hiring for critical, hard-to-find skills and estimates it saved 4-6 hours per recruiter per week.

**Image 20: Screenshot of Eightfold’s technology**



Source: Eightfold, 2019

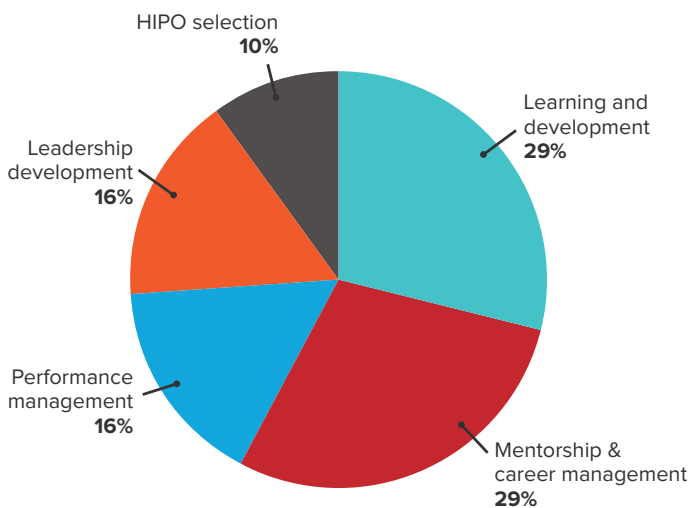
## Development/Advancement

Click [here](#) for a full list of

*development/advancement vendors*

While it is critical to focus on hiring diverse individuals, organizations also need to help them grow. This next section focuses specifically on the talent processes used to develop and advance employees, and the associated D&I technologies available. The largest two subcategories are learning and development, and mentorship and career management, which together represent 58% of solutions identified (see Image 21). High-potential (HIPO) selection has the smallest allocation, representing only 10% of solutions.

**Image 21: Percentage of Development/Advancement market devoted to each subcategory**



n = 31

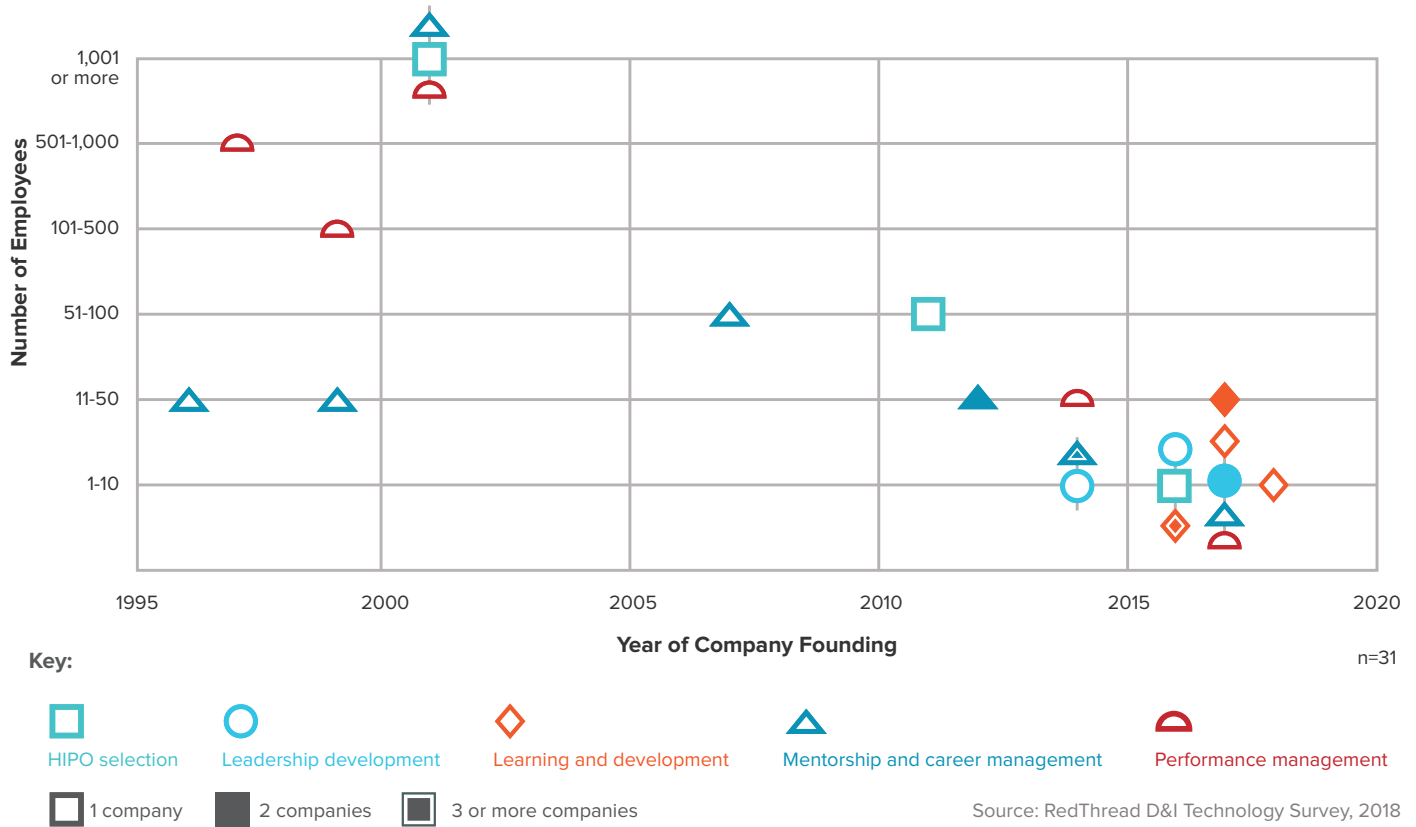
Source: RedThread D&I Technology Survey, 2018

In the development portion, we see a higher percentage of older vendors, compared to what we saw for talent acquisition. This may be because talent development is a more mature area of talent management, so there is a higher likelihood that D&I technology vendors supporting the employee development space will also be older.

In Image 22, we analyze the development/advancement market by number of employees and year founded. In the development portion, we see a higher percentage of older vendors, compared to what we saw for talent acquisition. This may be because talent development is a more mature area of talent management, so there is a higher likelihood that D&I technology vendors supporting the employee development space will also be older. For example, the performance management space is one of the few subcategories where we see a few vendors with more than 500 employees. This shows us that at least some of the traditional performance management vendors are entering the D&I tech market with some of their offerings. This is encouraging, as this brings greater focus on D&I and its implications on performance management evaluations, conversations, and decisions.



**Image 22: Organization age and number of employees for Development/Advancement**



Moving on to the advancement portion of the market (HIPO selection and leadership development), we again see a lot of smaller vendors, similar to what we saw for talent acquisition. The leadership development/D&I technology space is one of the smallest (n = 5) and youngest in our research — almost 90% of companies identified are less than 10 years old, and almost 90% of them have 100 employees or fewer. This space is a subcategory that has a huge opportunity for growth and disruption.

### Learning and Development

Click [here](#) for a full list of learning and development vendors

Learning has been an integral component to diversity and inclusion efforts pretty much since the concept of D&I began. Our focus is on new, technology-enabled approaches to D&I learning, since traditional approaches to D&I learning have often proven ineffective.<sup>48,49</sup> The learning and development vendors we reviewed are especially focused in the following areas:

- **Providing communication channels and post-event support for classroom training:** Translator offers an app that can be used in classroom training to allow participants a way to anonymously ask difficult questions, for the session moderator to pulse the room for people’s level of emotional comfort, and to then engage with people on the topic after the session. It also has analytical capabilities to better understand questions or topics that are of interest to many people.
- **Offering virtual reality training:** There is a lot of excitement, based largely on research from Stanford,<sup>50</sup> around the potential of using virtual reality training to help people better understand the experience of people with different backgrounds, experiences, and identities, or how to best respond to specific situations (e.g., microaggressions, sexual harassment) in the moment. Vendors BeingVR, Equal Reality, STRIVR, and Vantage Point are all working in this space.

- **Delivering training within existing employee workflows:** Allie uses a chatbot to offer micro-training within Slack in an attempt to interrupt bias. The tool allows users to measure efficacy, knowledge retention, and impact. Another vendor, Crescendo, is developing a product that uses individuals' demographics, location in the organization, and their communication style (as determined from their Slack or Microsoft Teams communications) to recommend appropriate unconscious bias learning content that it then delivers within their Slack or Microsoft Teams workflow. The idea with these tools is to meet users where they are already working.
- **Designing civil conversations over dinner (or lunch, we presume):** In a stark departure from the other solutions highlighted in this report, Civic Dinners offers technology to launch, manage and scale meal-time conversations to bring employees (as well as citizens, passionate advocates, and alumni) into discussions on hot topics or issues. The intention is to enable people to learn from each other about different perspectives in a civil and structured format.
- **Behavior assessment and debrief:** Envisia Learning offers a unique assessment called NeuroTeamView' which measures psychological safety/interpersonal trust and social/emotional awareness among teams. The reports from these assessments are available on both individual as well as team levels.

Among the D&I technology vendors in the L&D space is BeingVR, which uses digital storytelling to immerse people in realistic scenarios and help them transform workplace behavior. During the virtual reality (VR) training experience, the user is directed to recognize (by tapping the action button on the headset) when they witness bias while watching a virtual team meeting unfold. The user then learns to call-out offensive comments when encountered in the real world.

EY, a multinational professional services firm, piloted BeingVR's virtual reality experience for their unconscious bias awareness training. Overall, EY employees agreed that BeingVR's virtual reality experience offers a safe learning environment in which to practice real-life skills and behaviors, which they expected to remember more than a lecture-style workshop. Comments from EY employees on their VR experience include: "Fantastic

Learning has been an integral component to diversity and inclusion efforts pretty much since the concept of D&I began. Our focus is on new, technology-enabled approaches to D&I learning, since traditional approaches to D&I learning have often proven ineffective.

initiative – really brought the concept to life. Was great to experience the topic in such an immersive and engaging way. Loved that the content was based at EY offices as it made it really easy to relate." "Immersion was palpable and definitely results in a greater connection to the content and situation." Overall, 97% of participants agreed that VR has been more effective at increasing their understanding of unconscious bias than a standard role-play.

Bankwest, an Australian full-service bank and one of BeingVR's clients, recently used a VR experience for its leaders. Bankwest was searching for a training method to communicate and "see in action" the concept of inclusive leadership. BeingVR customized a three-part VR experience series, in collaboration with Bankwest, on inclusive leadership in order to develop leaders to recognize and leverage diversity for high performance. Using a GearVR Samsung app during the VR training experience allowed leaders to share the same virtual interactions with colleagues (actors) and learn from each other's experiences and perspectives in peer discussions back in the real world. As a result, 100% of participants agreed that learning in a VR environment was engaging and a memorable experience because it allowed them to encounter the types of situations and scenarios they face in the real world every day.

Image 23: Screenshot of BeingVR's technology



Source: BeingVR, 2019

## Mentorship/Career Management

Click [here](#) for a full list of mentorship/career management vendors

While there are a lot of technologies available to help diverse people expand their networks, we focused on those vendors whose products companies can purchase and implement in their organizations. The solutions we identified offer the following types of capabilities:

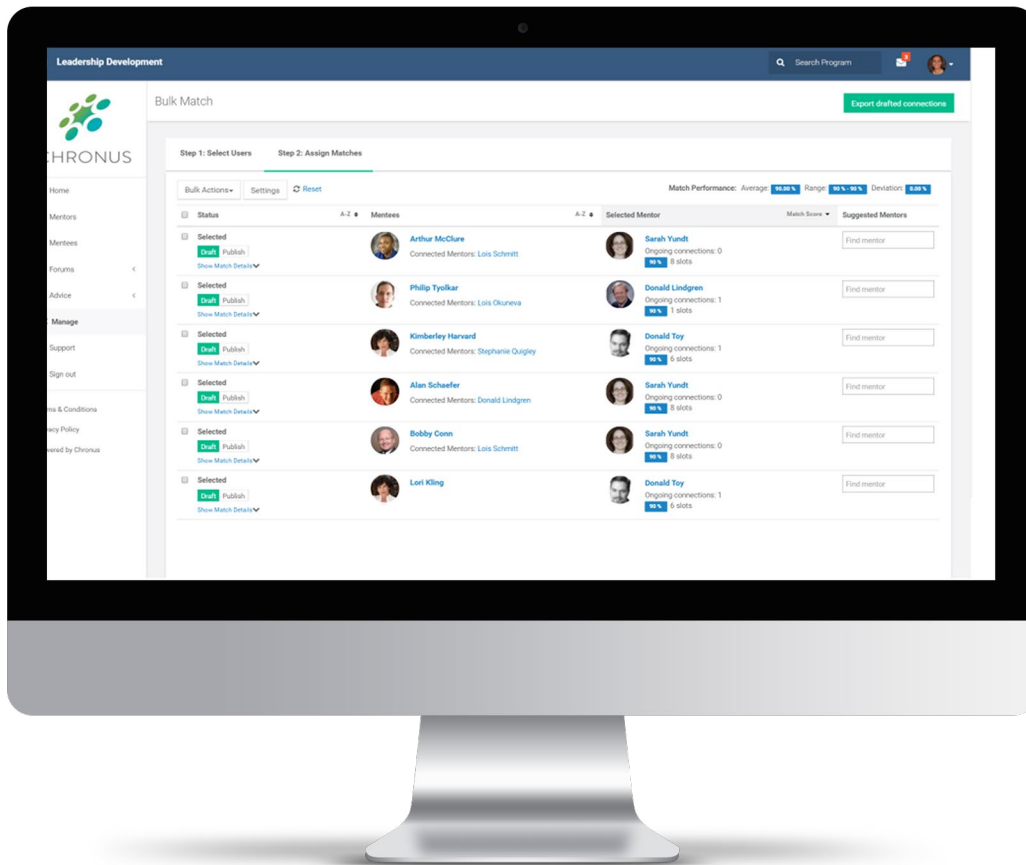
- **Enabling diverse talent to search for mentors:** These solutions focus on providing technology tools to search for mentors, so that diverse employees are not limited by their network to find mentors/coaches. Solutions in this space include SAP SuccessFactors' mentoring search capability, Planbox's workforce Diversity and Inclusion software, as well as vendors Chronus, Glassbreakers, Insala, and Mentorloop.
- **Enabling diverse talent to organically find mentors via networking:** Other solutions, such as Guild, and Levo, focus on providing networking opportunities for diverse people to assist them in finding a mentor on their own. Most of the solutions we have identified to date are focused on women, and we believe similar solutions are available for other groups, though we have not identified them in this research.
- **Offering personalized career pathing:** Landit, offers personalized career pathing and development, executive coaching, and targeted skill development for diverse individuals.

Paychex, a provider of integrated human capital management solutions, uses Chronus, a mentoring software company, to build greater job progression for women in their workforce. Through Chronus, participants can easily search, find, and accept mentoring connections. It also allows the mentoring program manager to monitor the health of the mentoring program through Chronus' admin dashboard.

By creating a career mentoring program for high-potential women, Paychex has raised the retention rate for participating employees to 94% (14% higher than company average). "By pairing high-potential women with mentors who could help them apply for and reach new management levels, we knew we could build a stronger pipeline of female leaders," says a senior project manager of leadership and organizational development at Paychex.

-----  
**While there are a lot of technologies available to help diverse people expand their networks, we focused on those vendors whose products companies can purchase and implement in their organizations.**  
-----

Image 24: Screenshot of Chronus' technology



Source: Chronus, 2019

## Performance Management

Click [here](#) for a full list of performance management vendors

There are not many D&I solutions focused on performance management. However, the ones that do exist tend to focus on the following types of capabilities:

- Finding bias in performance feedback language:** Both Pipeline and Zugata\* offer organizations capabilities to analyze written performance review feedback for bias. Specifically, Pipeline offers two features: first, it uses natural language processing to identify where bias might exist within feedback language in individual performance reviews and, second, it flags if the overall language in the review does not match the performance rating and suggests changes to either the rating or the language. Zugata\* also uses natural language processing<sup>51</sup> to analyze performance reviews, identifying where bias may exist within specific job types, functions, or levels.

\* Acquired by Culture Amp

- Flagging potential bias in performance scores:** SAP SuccessFactors uses gender indicators to show where bias might exist in performance scores and allows users to remove photos during performance calibration sessions to highlight where possible unconscious bias may be influencing performance scores.
- Providing structure to performance feedback:** Zugata\* offers a Continuous Development Feedback tool that guides users on how to give constructive and consistent feedback, which has the potential to reduce bias. Another vendor, Saba, offers comments and coaching tips for managers to provide more accurate, meaningful, and unbiased feedback.
- Flagging bias in recognition practices:** One new approach provides information on the recognition practices of employees. A feature within Globoforce's solution allows individuals to see if they tend to recognize specific demographics more than would be expected, given the overall population.

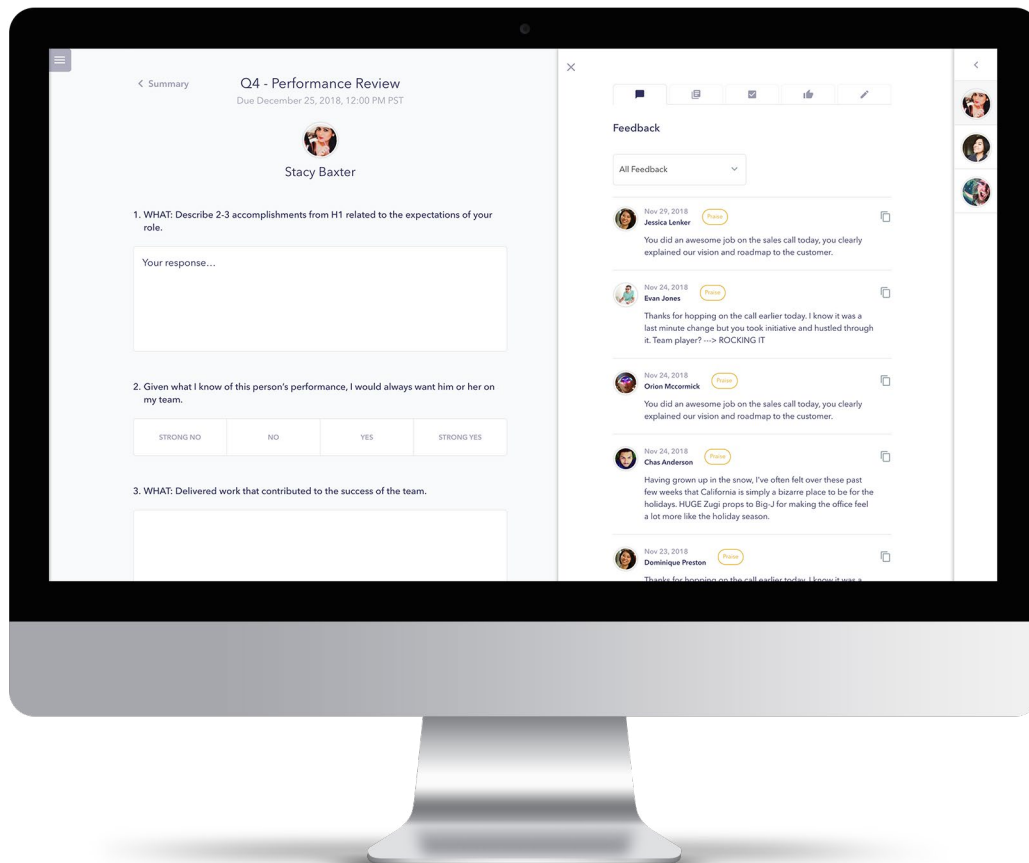
As companies move away from traditional year-end performance reviews, more vendors are entering the performance management space. One such vendor is Zugata\*, a performance management system built for performance evaluation and development, that helps companies find and decrease bias in their performance feedback. Zugata\* identifies gender bias by looking at how men give men and women feedback, and how women give women and men feedback. Identifying gender bias is important for organizations because it highlights the need to adjust and optimize their performance management practices to measure feedback objectively and enable all employees to have access to the same developmental feedback.

For example, Zugata\* ran performance feedback data from one of their customers through a machine-learning algorithm to surface the top attributes used to describe men and women. Their algorithms identified the key attributes, de-duplicated them, and kept track of frequency. Attributes were also categorized as either related to a person’s work output or their

personality. Zugata\* found that men and women were, in fact, described differently in unstructured feedback exchanges. By finding gender differences in feedback exchanges organizations can have more visibility into their performance management interactions and take appropriate actions to address such differences.

Careem, a ride hailing app in the Middle East/North Africa region, Turkey, and Pakistan, uses Zugata\* to support a culture of continuous and objective feedback. A key HR leader at Careem says, “Driving a culture of feedback and objective evaluations for our large, global team requires the right partner who can support our growing needs for localization, flexibility, and reporting. Working with Zugata\* has proven to be the right fit, and we’re excited to continue seeing enterprise-ready capabilities that will enable us to create a high-performance culture at Careem.” By measuring key differences in performance feedback such as gender bias, organizations can be better equipped to understand their unique culture and what goes on behind the scenes of feedback exchanges.

**Image 25: Screenshot of technology offered by Zugata\***



\* Acquired by Culture Amp



## HIPO Selection

Click [here](#) for a full list of HIPO selection vendors

For this report, distinct from the phase 1 version, we separated high-potential (HIPO) selection from performance management. This is because the process for selecting people for promotion, succession management, or leadership/HIPO status tends to differ from that of providing performance feedback and coaching.

The vendors focused specifically on HIPO employee identification offer these types of capabilities:

- **Identifying bias via 9-box analysis:** SAP SuccessFactors offers at least three performance-related solutions within its nine-box grid plot:
  - Gender indicators highlight possible bias by showing performance ratings by the different genders and including information on the overall percentage breakdown in the group.
  - The photo-less calibration feature can remove people's pictures from the 9-box grid potentially reducing bias during calibration sessions.
  - Exception flags indicate when the talent actions for a specific individual do not match expectations, such as when someone has been rated a high performer for multiple years, but has not advanced or moved; the product also suggests actions to address the flagged issue.
- **Identifying hidden HIPOs:** High-potential (HIPO) employee lists are often generated as a result of "who knows who," and are not necessarily based on consistent assessments. Vendor TrustSphere offers a solution that looks at employees' networks and identifies potential "hidden stars," or individuals who are especially well connected (which can be an indicator of HIPO status) and develops a list of prospective HIPO employees. Organizations can then compare this list to existing HIPO lists—or use it to generate lists—to find people who may have otherwise been overlooked. OrgAnalytix allows companies to understand and identify which employees are "in demand" through their organizational network analysis maps.
- **Flagging low representation among HIPOs:** As mentioned above, SAP SuccessFactors allows organizations to identify gender within its 9-box tool.

---

**We separated high-potential (HIPO) selection from performance management because the process for selecting people for promotion, succession management, or leadership/HIPO tends to differ from that of providing performance feedback and coaching.**

---

Ramco Systems, an enterprise software provider offering solutions in human capital management (HCM), employee resource planning (ERP), maintenance and execution (M&E), and maintenance, repair, and overhaul (MRO) for Aviation, has used TrustSphere's Relationship Analytics technology to identify high-potential (HIPO) employees. Ramco wanted an effective process to identify and select HIPO employees to recruit and fast-track from within its global trainee program. Hence, Ramco leveraged TrustSphere's technology to apply a social capital dimension to traditional performance data, and accurately identify HIPOs.

By automatically ingesting the metadata from digital interactions across corporate communication and collaboration systems (e.g., email, voice, and instant messaging), TrustSphere then used real-time organizational network analytics (ONA) to generate insights into the working networks employees built, their collaboration, and their influence over others.

TrustSphere found that HIPOs built 34% more working relationships than the average employee. TrustSphere's algorithms also identified that HIPOs built 80% more relationships with senior employees. This translated into

increased opportunities to be coached or mentored. HIPOs had strong relationships with 24% more departments and functions. These cross-functional relationships enabled them to share information, gather expertise and create high quality outcomes. HIPOs also built stronger relationships with their managers. They exchanged 38% more emails with their managers, and responded 60% faster to manager emails, further establishing their credibility and reliability.

By measuring their networks and collaboration, Ramco identified that trainees who were high in social capital were able to onboard and immerse themselves into the organization faster than other trainees. They were also able to share knowledge and information faster. For an innovation-intensive company like Ramco this meant that trainees could have strong networks that would enable speed-to-market strategies and deliver value to the organization.

**Image 26: Screenshot of TrustSphere’s technology**



Source: TrustSphere, 2019

## Leadership Development

Click [here](#) for a full list of leadership development vendors

Even though one of the most commonly cited diversity challenges is representation at different levels of leadership, we have thus far identified relatively few D&I technology solutions targeted at this particular space. Solutions in this space include these types of capabilities:

- **Enabling trainings, conferences, events, and conversations for leaders:** For example, Translator's suite of 360° platform tools are designed to support leadership trainings via private conversations with facilitators on difficult topics or conversations.
- **Providing insights on leaders' behaviors:** For example, Cultivate uses digital communications and data to coach managers to lead more effectively. It provides an enterprise platform measuring digital bias and engagement across email and chat platforms using AI technologies, statistical models and natural language processing. Mesh/diversity, formerly Enkidu, assesses and manages the markers of inclusive behavior. Another vendor, Diversity Dashboard, also uses metrics through its SaaS software solution to measure engagement levels and track communications related to diversity topics among senior leadership. Through their Neuroscience-based leadership assessment tool, Envisia Learning, is able to provide insights on where leaders stand on factors such as openness, ability to yield, giving ovation, supporting autonomy, communications, caring, and investing, and being genuine.

Despite the limited number of D&I tech vendors offering leadership development solutions, InteliSys Aviation Systems, a company with airline passenger and cargo management software, has seen positive impact from using Mesh/diversity (previously Enkidu), to build accountability within their leadership team and address their potential biases (see technology screenshot below). A key leader at InteliSys said that, "Mesh/diversity allows us to put names on our biases and then work at addressing them."

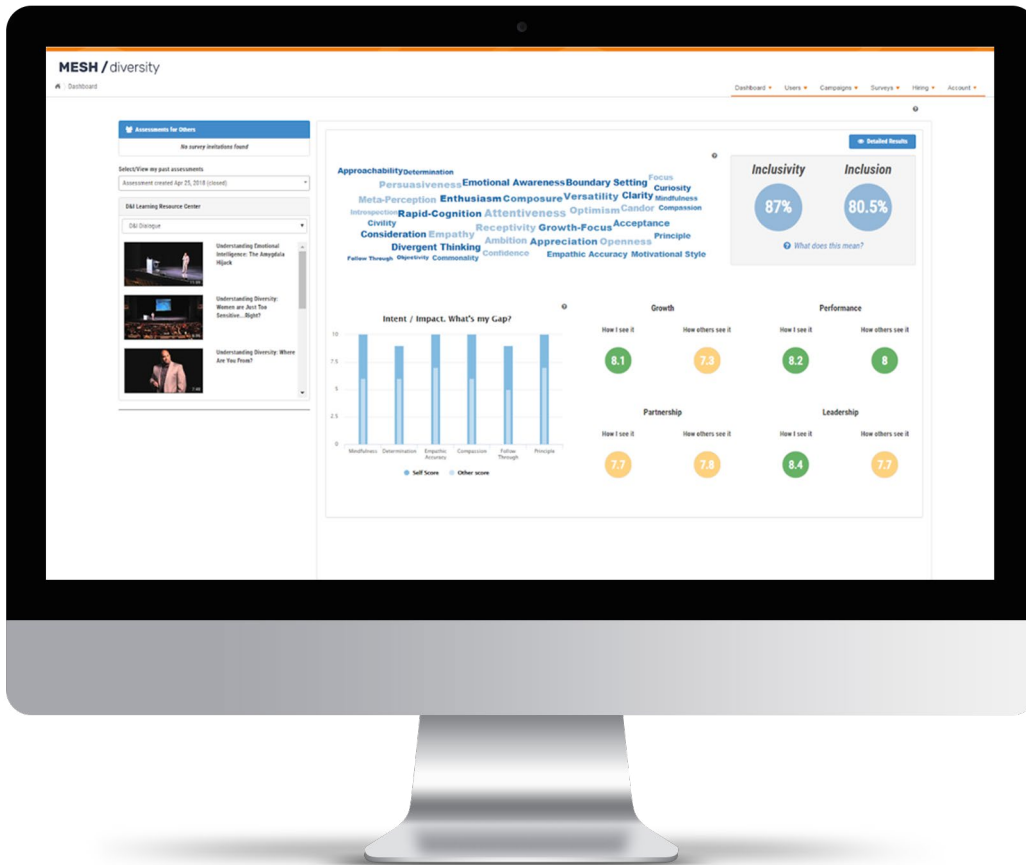
InteliSys started using Mesh/diversity over one year ago to screen candidates but experienced a true breakthrough when implementing its use with the leadership team, which served as a role model for the rest of the organization. Since the leadership team has set a standard for the organization, there has been increased participation in providing 360 feedback, which has allowed InteliSys to create a blueprint for their areas of strength, potential downfalls, and areas of implicit bias within the leadership team. Implementing a leadership development tech solution to address D&I challenges is allowing InteliSys to see their blind spots, understand their own biases, and the context in which they are making decisions, thereby empowering more people throughout the organization to play an active role in the D&I conversation.

-----

**Even though one of the most commonly cited diversity challenges is representation at different levels of leadership, we have thus far identified relatively few D&I technology solutions targeted at this particular space.**

-----

Image 27: Screenshot of Mesh/diversity's technology



Source: Mesh/diversity, 2019

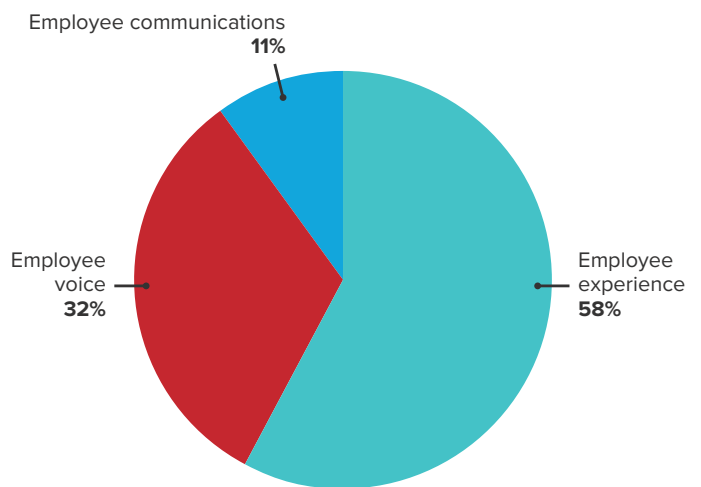
## Engagement/Retention

Click [here](#) for a full list of engagement/retention vendors

It is important to understand how people perceive their organization, specifically their unique experience as an employee (employee engagement, organizational culture, etc.), how they are spoken to (communications) and how they can speak to the organization (employee voice). More than half (58%) of the engagement/retention market focuses on employee experience (see Image 28). Employee communications is the least common subcategory (11%).

When we analyze the engagement/retention market by age and number of employees (see Image 29), we see an explosion of vendors – mostly focused on employee experience and employee voice – that have been founded since roughly 2012. That said, most of the larger vendors were started at least since 2010, and many of them quite a bit longer ago than that. This is a very young market, similar to that for talent acquisition.

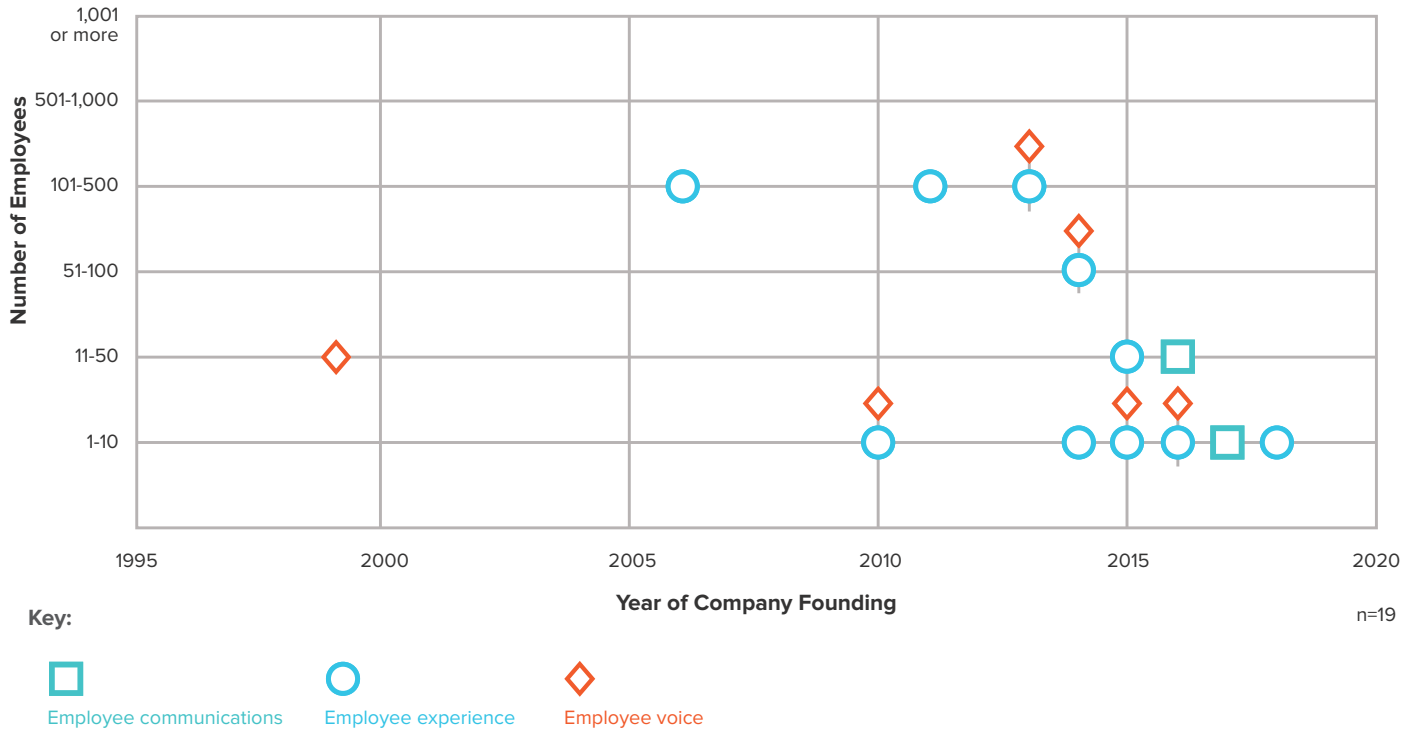
Image 28: Percentage of Engagement/Retention market devoted to each subcategory



n = 19

Source: RedThread D&I Technology Survey, 2018

Image 29: Organization age and number of employees for Engagement/Retention



Source: RedThread D&I Technology Survey, 2018

In the engagement/retention market, we see an explosion of vendors – mostly focused on employee experience and employee voice – that have been founded since roughly 2012. This is a very young market, similar to that for talent acquisition.

### Employee Experience

Click [here](#) for a full list of employee experience vendors

Understanding how diverse employees’ experiences differ from other groups represents an area of opportunity for vendors. Employee experience is the collection of a worker’s observations and perceptions throughout his or her employment journey within an organization. Capability types in this space include:

- Planning for and understanding diverse groups’ work experiences:** Vendor Allie uses a Slack chatbot to collect information about diverse employees’ experiences and provides organizations with analyses of these data. SenseHQ takes a different approach, and creates worker journey maps for contract workers’ experiences, from before joining an organization to completing a job. This vendor is pushing into the enterprise space and one of its areas of focus is helping organizations understand how underrepresented employees’ experiences may differ from those of the majority population. Other vendors in this space include Culture Amp, Glint, and Limeade.



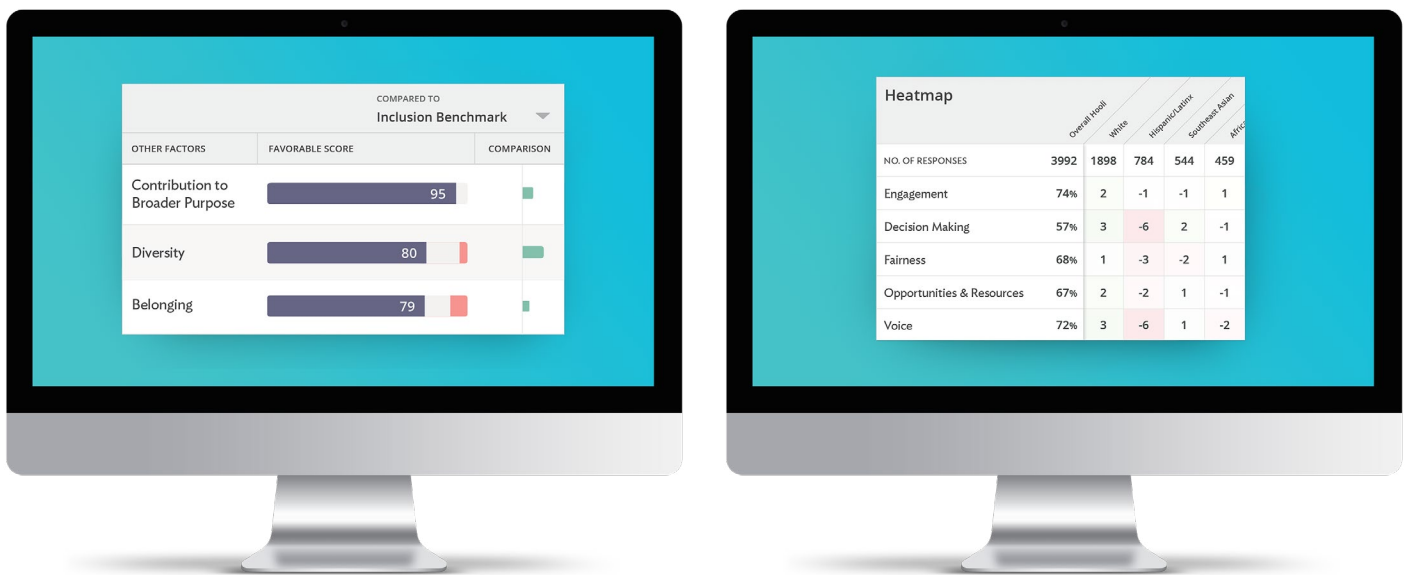
- **Asking questions to better understand employee inclusion:** Many vendors, including Culture Amp, Fortay, Glint, Limeade, Qlearsite, and Waggl, allow organizations to customize their employee survey questions to focus specifically on diversity and inclusion topics. Some of these vendors (Culture Amp, Glint, and Qlearsite) use natural language processing and sentiment analysis to identify themes in written comments. Vendors Mesh/diversity (formerly Enkidu) and Pluto also offer employee voice tools (how they can speak to the organization) but focus only on topics related to diversity and inclusion. Organization View's Workometry tool allows for open-ended employee feedback with text classification models that are built specifically for each organization and question.

Many organizations are using vendors to better understand the employee experience and further their commitment to an inclusive culture. For example, SendGrid, a cloud-based email service company, has used results from their Culture Amp diversity and inclusion survey to gather data and take action. Culture Amp's diversity and inclusion survey results have helped SendGrid to identify key themes and narrow down their focus to three areas: scale a sense of connection among employees, equalize voices in the workplace, and improve the experience of underrepresented people.

## Understanding how diverse employees' experiences differ from other groups represents an area of opportunity for vendors.

SendGrid has also taken action steps that map to each of the focus areas. They have fostered special interest groups, hosted "fireside chats" to give different people the chance to share their stories, established listening and women's leadership groups, and formed multiple employee resource groups (ERGs) to represent a wide range of interests. According to SendGrid's CEO, "I would encourage all leaders to find opportunities to spend time with the underrepresented groups within your organization and hear from them directly."

**Image 30: Screenshots of Culture Amp's technology**



Source: Culture Amp, 2019

## Employee Communications

Click [here](#) for a full list of employee communications vendors

One of the areas most ripe for D&I technology development is text analysis of employee communications for bias or sentiment. We saw natural language processing applied to performance reviews in the performance management section above, but we also see these same capabilities used to analyze employees' written day-to-day communications. Solutions we saw in this space currently offer two main types of analysis:

- **Analyzing Slack communications for impact on culture:** Bunch.ai gives organizations the ability to analyze their cultures in real time, based on Slack communications, and to identify when teams may not behave in inclusive ways.
- **Providing feedback on written communication:** Cultivate measures variance in managers' communication approaches, derived from workplace communication platforms (email, Slack, etc.), to provide self-awareness of team inclusion.

## Employee Voice

Click [here](#) for a full list of employee voice vendors

There are a range of products today designed to enable employees to share their perspectives (separate from employee engagement surveys) – and many of these are being tailored for D&I purposes. Capability types include those listed below:

- **Enabling anonymous reporting:** Vendor Pluto has a platform that enables users to anonymously report information on misconduct, harassment, and discrimination, with transparency on when and to whom the different reports are routed.
- **Aiding innovation and feedback loops while minimizing bias:** Some tools, such as Balloonr, Glint, Organization View, Planbox, Pluto, and Waggl are specifically designed to allow employees to anonymously provide ideas and respond to ideas provided by others. This helps prevent bias against specific ideas or suggestions based on who provided the ideas.

---

## One of the areas most ripe for D&I technology development is text analysis of employee communications for bias or sentiment.

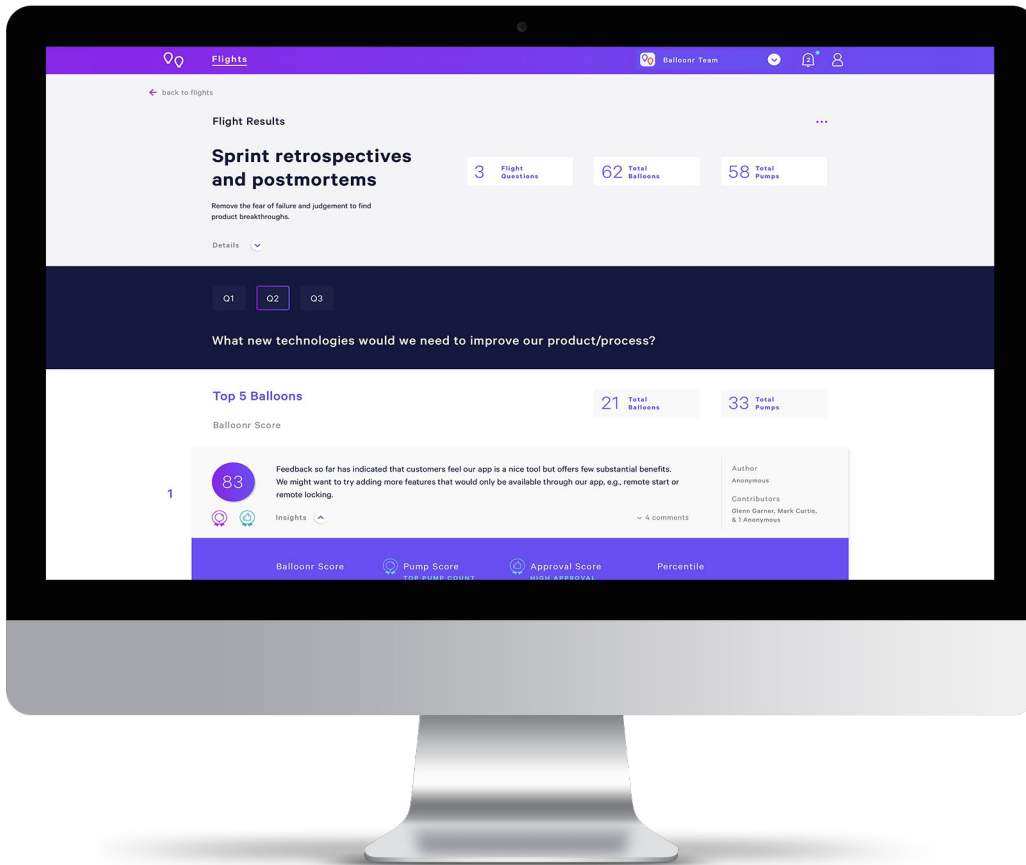
---

Dartmouth College, a liberal arts post-secondary academic institution and member of the Ivy League, has seen positive results when using D&I technology to gather ideas and perspectives in an unbiased manner. Each year, Dartmouth holds a thorough recruitment and evaluation process to select ten first-year students to become members of the Hill Winds Society – a group of about 40 students who serve as ambassadors to the alumni body and help connect the Dartmouth community.

Two years ago, the Hill Winds Society decided to complement its selection process with Balloonr to gather feedback and reduce bias in their candidate deliberation. “The process for reviewing applications and nominations had become a social competition – ‘who knows who.’ It needed to be more objective based on [our desired] membership characteristics. With a recruitment process based heavily on social connections, the Hill Winds Society needed a way to reduce human bias,” said the assistant director of class activities and alumni relations at Dartmouth College.

Adding Balloonr to the selection process allowed the Hill Winds Society to collect unfiltered anonymous feedback from evaluators. Members gained confidence to share their thoughts and provide ideas that may have never been voiced in discussions. By using Balloonr to facilitate discussion and evaluate ideas and candidates, the Hill Winds Society observed that unbiased data effectively complemented their deliberations and allowed them to maintain a live record of relevant discussion points. The society was also able to reduce meeting time by 70%, which enabled them to accomplish more in a shorter period of time.

Image 31: Screenshot of Balloonr's technology



Source: Balloonr, 2019

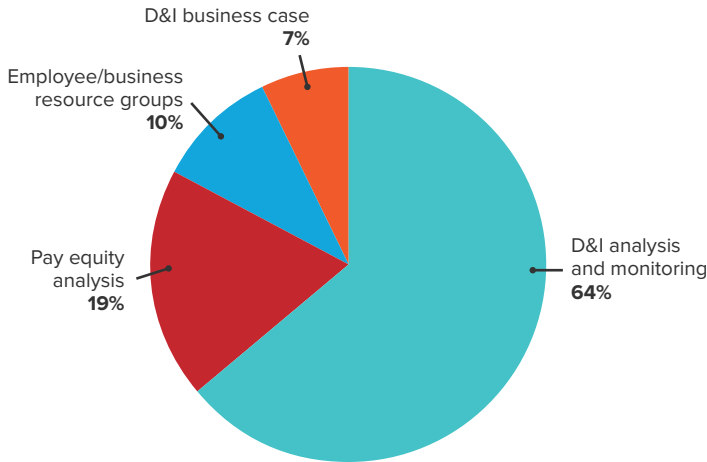
## Analytics

Click [here](#) for a full list of analytics vendors

We tend to see D&I analytics divided into three types of activities — D&I analysis and monitoring (including pay equity analysis), employee resource group (ERG) management and analysis, and D&I business case analysis. Most of the analytics market (64%) is devoted to the D&I analysis and monitoring subcategory, but this grows to 83% when you include pay equity analysis (see Image 32). Ten percent of D&I analytics vendors focus specifically on employee/business resource groups (ERGs). Calculating the business case for D&I initiatives has the smallest representation in the market (7%).

Most of the analytics market (64%) is devoted to the D&I analysis and monitoring subcategory, but this grows to 83% when you include pay equity analysis

**Image 32: Percentage of Analytics market devoted to each subcategory**

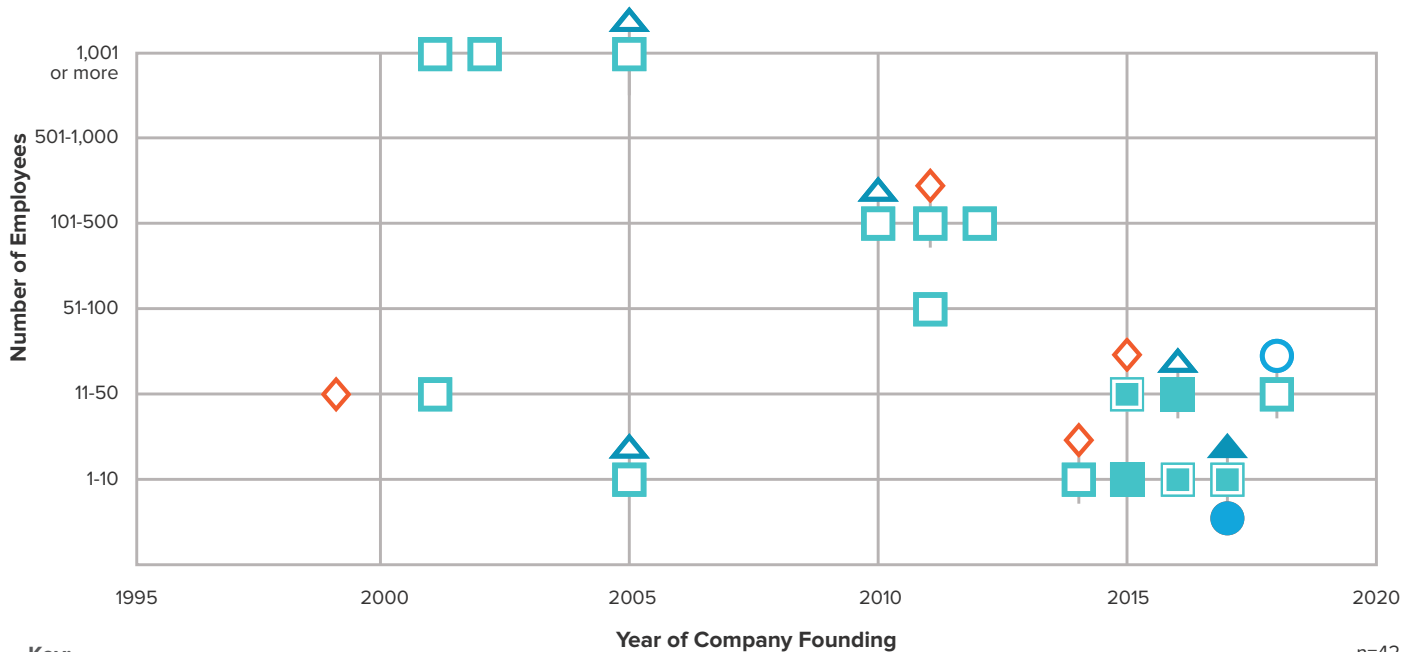


n = 42

Source: RedThread D&I Technology Survey, 2018

When we analyze the analytics space by number of employees and year founded, we see a lot of newer vendors, similar to what we saw with talent acquisition and engagement/retention. The D&I analysis and monitoring space itself is one of the biggest in our study (outside of talent acquisition), with nearly 30 vendors present. Given that many existing vendors are now offering a D&I capability, it is not surprising that we see a higher percentage of older and bigger (by employee size) vendors in this space (see Image 33). That said, approximately 75% of vendors in this space are less than 10 years old, and only around 15% of those have more than 100 employees. Technologies that focus specifically on helping organizations build the business case for D&I are relatively new and there are not a lot of them (n = 3). Further, they tend to be very small, with 50 employees or fewer. The ERG analysis and management subcategory is also represented by a small group of vendors in our study (n = 4), which makes sense, given the very niche aspect of this offering.

**Image 33: Organization age and number of employees for Analytics**



n=42

Key:



Source: RedThread D&I Technology Survey, 2018

## D&I Analysis and Monitoring

Click [here](#) for a full list of D&I analysis and monitoring vendors

Most of the D&I analytics offerings are focused on analysis and monitoring. Specific capability types include the following:

- **Conducting representation and other key performance indicator (KPI) analyses:** Many different vendors offer representation and other KPI analyses, and include Allie, Aleria, Blendoor, Diversity Dashboard, Diverst, Fortay, Glassbreakers, HRx Technology's Analytics product, LinkedIn, Namely, OurOffice, PeopleFluent, Pipeline, Pluto, Qlearsite, SAP SuccessFactors, Stratus TMS, viGlobal's viIntegrate product, Visier, and Workday.
- **Enabling pay equity analyses:** Numerous vendors also offer pay equity analysis, which is often a KPI (per the bullet above). However, some vendors offer only this capability, so we have broken this section out separately. Vendors in this space include ADP, DBSquared, PeopleFluent, Pipeline, Sameworks, Syndio Solutions, Visier, and Workday.
- **Assessing network inclusion:** Two organizational network analysis (ONA) vendors, OrgAnalytix and TrustSphere, are using ONA capabilities to analyze whether diverse people are included similarly or differently from majority groups within the organizational network.
- **Analyzing talent acquisition processes and suggesting remedies:** Joonko analyzes data from the different activities within the talent sourcing and selection processes and makes suggestions on how to improve D&I. For example, it will suggest specific talent pools/sources if initial sources are not producing adequately diverse candidate slates or it will suggest updates to job descriptions. The idea is to monitor and address the entire process, not just one component. TapRecruit also provides analyses of the diversity of candidate slates and makes recommendations on how to improve it.
- **Providing D&I dashboards:** Nearly all the solutions identified above translate their analyses in to dashboards for leaders.

Most of the D&I analytics offerings are focused on analysis and monitoring of D&I metrics.

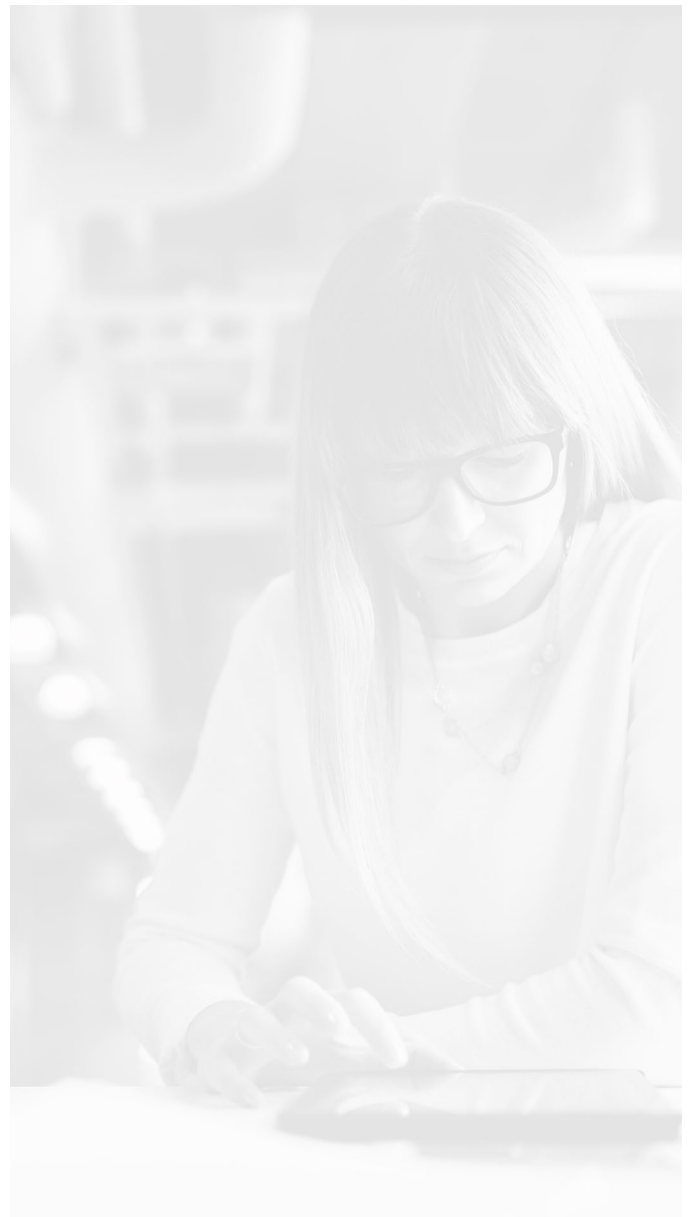
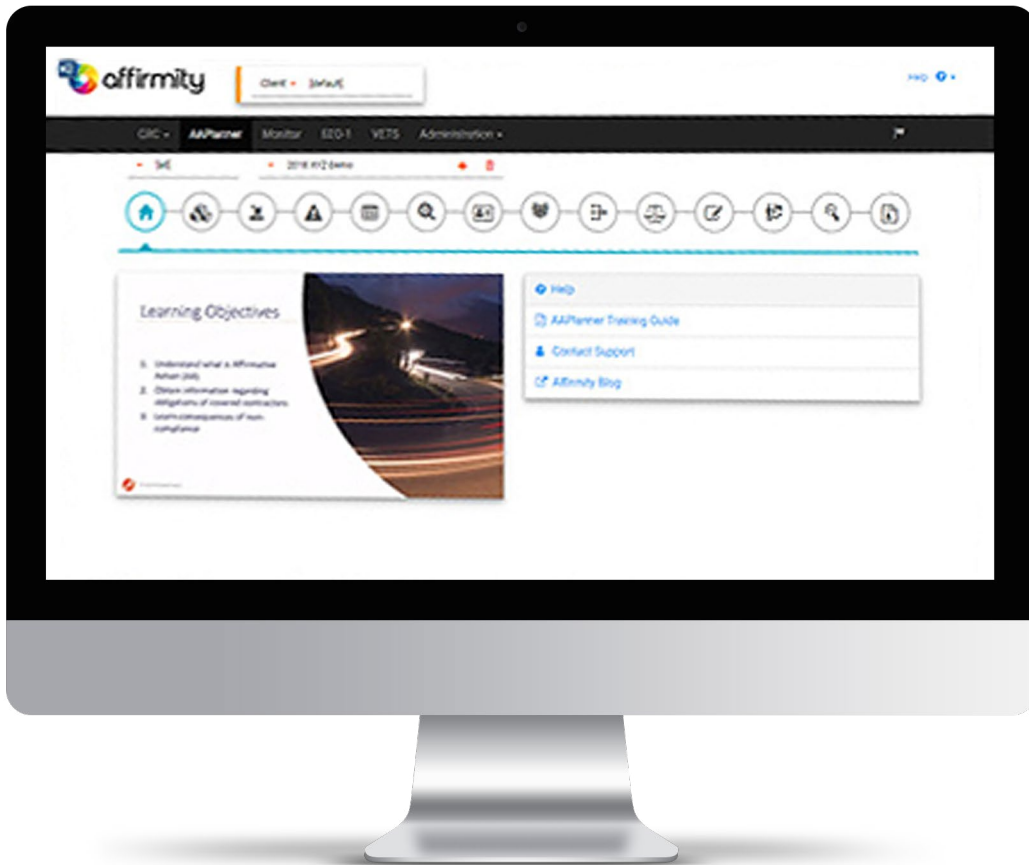




Image 34: Screenshot of Affirmity's technology



Source: Affirmity, 2019

One vendor that provides technology to analyze and monitor D&I data, with an emphasis on compensation (pay equity) analyses, is Affirmity, a former division of PeopleFluent and part of Learning Technologies Group (LTG). To optimize affirmative action and D&I programs, Affirmity provides expert analysis, consulting, training, and software. A large North American-based energy company needed a solution to better analyze compensation, promotions, transfers, and terminations to eliminate compliance issues. The energy company decided to implement PayStat, Affirmity's compensation analysis solution, to analyze compensation data and identify potential issues. The energy company also uses Affirmity's professional services to help them prepare their affirmative action plans (AAPs).

"With Affirmity, we have access to experienced, knowledgeable people, which keeps us prepared with the right audit-ready data and reports," explains the

energy company's HR Director. "That means saved time and money, and compliance with federal regulations." The energy company has seen several benefits from their partnership with Affirmity such as saved time, more efficient use of internal resources, improved audit readiness, and access to accurate compensation data that is readily available for analysis.

-----  
**While many leaders believe the business case for D&I has already been made, some still need quantifiable data to reinforce their point.**  
-----

## D&I Business Case

Click [here](#) for a full list of D&I business case vendors

While many leaders believe the business case for D&I has already been made, some still need quantifiable data to reinforce their point. A few solutions are available to help with the following capability:

- **Quantifying the impact of D&I on the business:**  
Some solutions are designed to help organizations quantify the impact of D&I on the business. Aleria uses complexity science and agent-based modeling<sup>52</sup> to assess the experience of diverse talent in the organization and the impact of specific D&I activities on business outcomes. OurOffice has a toolkit module that enables users to see the link between D&I and business and financial KPIs and quantify the D&I business case for specific activities. Pipeline focuses on gender equity and estimates the financial impact of achieving it for each client organization.

## Employee Resource Group Management and Analysis

Click [here](#) for a full list of employee resource group management and analysis vendors

More organizations are using employee resource groups (ERGs) to connect employees to one another and to resources that support D&I initiatives. The capability to manage and analyze ERG participation and impact is supported by a number of vendors:

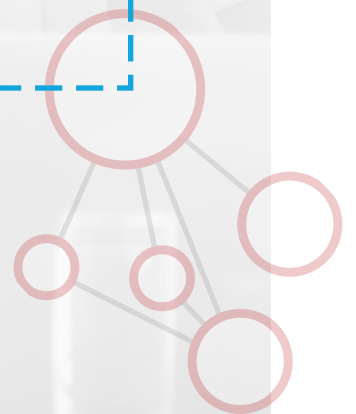
- **Managing and analyzing employee resource groups (ERGs):** These technologies enable organizations to manage the different committees, events, or activities associated with these groups. Several vendors, such as Diverst, Glassbreakers, Planbox, and Stratus TMS, offer tools to make these groups more focused and strategic and to manage the sheer volume of logistics that accompany them.





— — SECTION 5

**How might the D&I  
technology market  
change in the next  
18 months?**

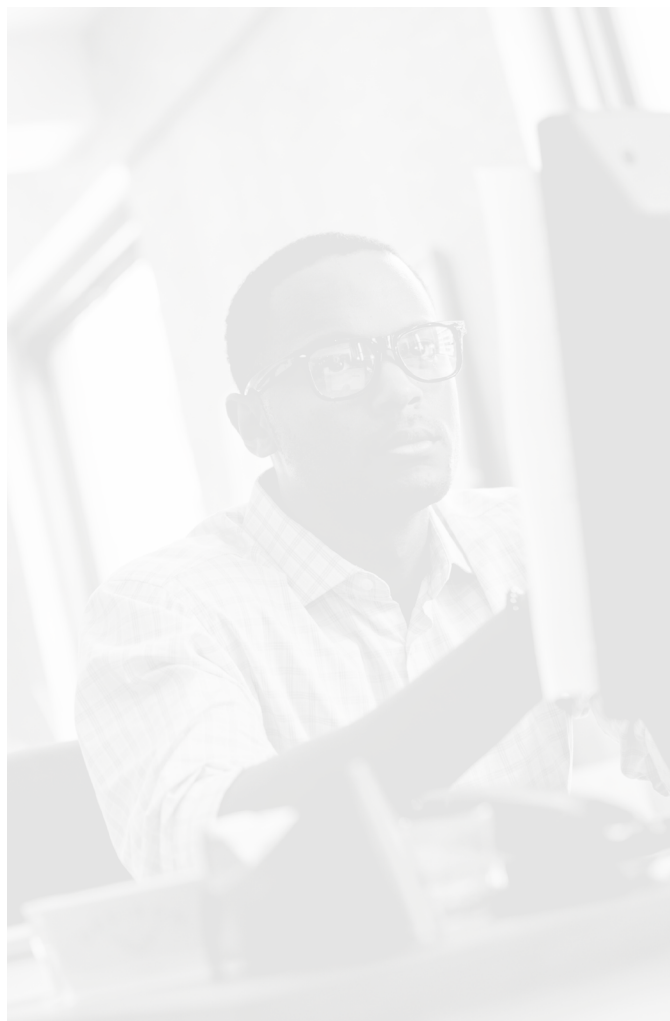


Given the information gathered in this research, we have three key predictions for the D&I technology market throughout the next 18 months:

- **Prediction #1:** As organizational leaders become more aware of the need to address systemic D&I challenges, the market will see the greatest expansion of D&I technology vendors to industries (i.e., healthcare, retail) beyond the knowledge sector. We will also see larger organizations allocating more funds to D&I technology, fueling overall market growth.
- **Prediction #2:** Customer needs and demands for specialized D&I technology solutions will continue to rise, so the D&I technology market will see more and a wider variety of D&I Focus and D&I Feature vendors, whose primary or secondary business is helping organizations address D&I challenges.
- **Prediction #3:** Of all four talent management categories, we will continue to see the highest volume of D&I technology solutions targeting the talent acquisition needs of customers looking to address D&I candidate sourcing and selection. This is the area that receives the most VC-backed funding aimed at accelerating growth. Yet, as talent acquisition becomes more crowded, the market will continue to expand toward D&I tech solutions aimed at guiding decision making in organizations through D&I insights and analytics, improving organizational culture, and reducing unconscious bias.

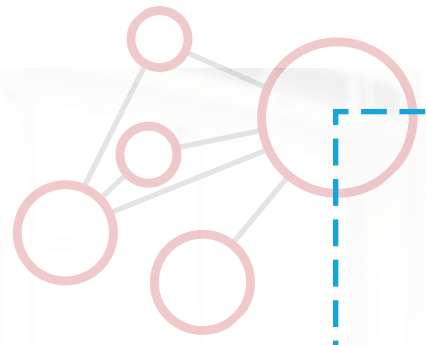
As we look to the future, we recognize several areas that warrant further study as the market continues to evolve. These include:

1. **Legal risk:** How organizations can most effectively manage legal risk that may be created by capturing and analyzing data related to D&I.
2. **Relationship between D&I technology and human dynamics:** Where and how to insert technology to facilitate behavioral changes when maneuvering complex situations.
3. **Customer insights:** Better understanding customers' experiences with D&I technology and their evolving needs.
4. **Leading practices in using D&I technology:** How to best address D&I challenges from a technology standpoint and associated outcomes.



SECTION 6

# Final Thoughts





D&I technology represents a new and rapidly growing software category. Most vendors identified in this research are young and small, although gaining traction. The rapid growth rate combined with customers' desire to explore D&I technology solutions suggests that the market will continue to evolve at a rapid pace with more vendors entering the market in the near future.

The increased demand for D&I technology is a response to research that validates the business case for diversity and inclusion and an increased pressure for organizations to cultivate diverse workforces with inclusive cultures. This technology could disrupt organizational systems that allow bias and unfair treatment to perpetuate, but it has some risks. This report outlines the benefits and risks of using D&I technologies, especially those with AI capabilities, to address diversity and inclusion challenges. It also provides a series of considerations to think about when implementing D&I technologies in organizations.

This research found three primary types of vendors offering D&I technologies today: Focus, Feature, Friendly. Each vendor type has approximately one third of the market. Vendors in the D&I technology space cover four main talent areas: talent acquisition, development/

advancement, engagement/retention, and analytics. Most of the market focuses on talent acquisition.

There is increased interest in applying technology to D&I due to the rapid development of new technological capabilities and the need to prioritize objective decision making. Most customer interest centers on solutions to decrease bias and gather D&I data and analytics. Leaders want to understand where to make improvements, and organizations often prioritize technologies that integrate with their existing HR platforms.

As the D&I technology market grows in the near future, there will be a greater need to help organizations effectively manage the legal risk associated with the use of D&I technologies. Understanding the intersection between technology and human dynamics will be an important area of focus when addressing D&I challenges especially in complex situations. As the market continues to evolve, there will also be an increased interest in understanding customer successes or lessons learned when using D&I technologies. And as D&I technologies become more widely available, there will be a greater need to highlight leading practices in using D&I technology to best address challenges from a systemic standpoint, and the associated outcomes.



## Authors and Contributors

The following team made this report possible:

**Stacia Sherman Garr**

Co-founder and Principal Analyst  
RedThread Research

**Carole Jackson**

Principal  
Mercer

**Karina Freitag**

Consultant  
RedThread Research

**Priyanka Mehrotra**

Consultant  
RedThread Research

**Jeff Bernstone**

Consultant  
RedThread Research

**Colleen Cox**

Inclusion Specialist  
Mercer

**Darcy Jacobsen**

Consultant  
The Wednesday Group

**Pam Jeffords**

Partner  
Mercer

The authors would like to further thank Emily Sanders and Camille Price for their contributions to this research.

## Appendix 1: Methodology

This report is the second in a two-part series that combines a qualitative overview of the technology market with a quantitative study that summarizes the state of the D&I technology market landscape. During the first phase, we identified 89 organizations through our networks, web-based searches, and vendor briefings, that currently offer technology targeted at improving diversity and inclusion in organizations. We were able to get 33 of those vendors to respond to a short web-based poll. We classified these vendors based on solution type and primary talent activity targeted. To the best of our ability, we validated this information with the vendors.

In the second phase, we surveyed both technology vendors and corporate leaders. A total of 63 vendors participated in this survey, bringing our total number

of surveyed organizations to 96. Then combined with the organizations via our review of public information, we identified a total of 105 D&I technology vendors. Our corporate leader response rate was low, with only approximately 25 valid responses, and we used those responses for directional purposes only. We also conducted phone-based interviews with both corporate leaders and vendors. Customer case examples are included from vendors that had strong customer stories; where possible, we interviewed the customers themselves to create a more robust story.






We collected all of this information from March to December 2018.

## Appendix 2: Table of Referenced Vendors and Capabilities

In this Appendix, we have provided the names of all the vendors we covered in the different areas of talent management. There is also a web-based interactive D&I technology market map available. Click [here](#) to access.











### Talent Acquisition

#### Candidate Sourcing

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Accessing diverse pools of candidates	Advancing Women	Provides job board for and email outreach to female candidates.	D&I Focus
	Door of Clubs	Connects companies to college club members, including students from diverse backgrounds	D&I Friendly
	 FAIRYGODBOSS	Provides advice and crowdsourced company ratings by women; employers can claim pages and post jobs.	D&I Focus
	Headstart AI Inc	Provides a recruitment screening, candidate matching, and management platform.	D&I Focus
	IBM	Uses Watson to identify whether unconscious bias may be present in the hiring process and take action to eliminate it.	D&I Focus
	InHerSight	Provides crowdsourced job reviews, data and company benefits by women; employers can pay to post jobs and claim their pages.	D&I Focus
	Interviewing.io	Facilitates blind technical screening interviews with high performers from all backgrounds via an anonymous interview platform.	D&I Friendly
	Jenna Ai	Provides AI-powered autonomous candidate screen solution that matches candidates to jobs.	
	 Joonko	Allows recruiters to create a talent pool featuring qualified, diverse applicants via JoonkoPool™.	D&I Focus
	 JOPWELL	Provides job board for Black, Latinx and Native American candidates, partner companies can create profiles and feature job listings.	D&I Focus
	 LinkedIn	Shows gender representation for overall company and specific functions; Enables benchmarking via LinkedIn Talent Insights; Provides gender representation insights within Talent Pool reports for specific industries or geographies; Highlights percentage of men and women contacted by recruiters.	D&I Feature
	PowerToFly	Provides job board and mentoring for female, trans and non-binary candidates.	D&I Focus
	 scout Find the Best	Identifies recruiters placing diverse talent pools; Connects customers with MBE search partners, and provides diversity recruiting metrics.	D&I Feature
	Teamable	Provides a platform for employee referral and diversity hiring that leverages social networks and resource groups as a talent funnel.	D&I Friendly
Wonderkind	Offers automated job ads targeted at passive and active job candidates from all backgrounds, by passions/interests.	D&I Friendly	
WorkplaceDiversity	Provides job board for candidates from diverse backgrounds.	D&I Focus	

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

Candidate Sourcing (continued)

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Searching for diverse talent	 <b>ATIPICA</b>	Surfaces and provides analytics and inclusion recommendations for diverse candidates at the top of the recruiting funnel.	D&I Feature
	Entelo	Offers demographic search fields for recruiters to target diverse candidates via Entelo Diversity™ feature.	D&I Feature
	 <b>HiringSolved</b>	Uses AI to source diverse candidate profiles, without user-based manual selection or Boolean search strings, via Diversity Search™ engine.	D&I Feature
	PowerToFly	Offers demographic search fields for recruiters to target diverse candidates.	D&I Focus
		Provides referrals of passive candidates, including the ability to prioritize referrals with diverse backgrounds.	D&I Friendly
	 <b>scout</b> <small>Find the Best</small>	Identifies recruiters placing diverse talent pools; Connects customers with MBE search partners, and provides diversity recruiting metrics.	D&I Feature
	 <b>seekout</b>	Targets diverse passive candidates proactively, offers blind hiring mode and demographic search filters to target diverse candidates, allows users to see companies where there are diverse candidates that fit existing open jobs.	D&I Feature
	 <b>yello</b>	Enables recruitment event management and consolidates and filters candidates from external job boards, with the ability to prioritize for diversity.	D&I Friendly
Changing job descriptions	 <b>applied</b>	Suggests more inclusive words for job descriptions.	D&I Feature
	GapJumpers	Suggests more inclusive words for job descriptions.	D&I Focus
	Gender Decoder	Identifies gender biased language in job descriptions—free online tool.	D&I Focus
	 <b>greenhouse</b>	Offers D&I nudges to remind recruiters of bias-reducing behaviors (such as writing more inclusive job descriptions).	D&I Feature
	 <b>TalVista</b>	Suggests alternative and more inclusive words for job descriptions via an online platform.	D&I Focus
	 <b>tapRecruit</b>	Uses advance language analysis and data science to write job descriptions that attract more qualified and diverse talent pools.	D&I Feature
	Textio	Suggests alternative, more inclusive words for job descriptions.	D&I Focus

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

## Candidate Selection

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Delivering blind resumes/profiles	 applied	Anonymizes and removes identifying information from candidate profiles, breaks applications into chunks to share across team, and randomizes order of applications.	D&I Feature
	BLENDOR	Sources diverse candidates from their database and anonymizes profiles.	D&I Focus
	 entelo	Offers demographic search fields for recruiters to target diverse candidates via Entelo Diversity™ feature.	D&I Feature
	GapJumpers	Assesses and reduces bias through blind hiring practices.	D&I Focus
	 greenhouse	Offers option to anonymize candidate profiles.	D&I Focus
	 ideal	Uses AI to screen candidate profiles and automate communications; includes options for blind candidate screening.	D&I Feature
	 TalVista	Enables blind resume reviews.	D&I Focus
	Eightfold Ai	Makes hiring more efficient using an AI platform to match people and roles, with built-in bias prevention.	D&I Friendly
	Limbo	Provides an open and anonymous platform that allows for double-blind resume posting and job matching for employers to seek candidates that match their roles.	D&I Friendly
	Newton	Helps manage the hiring process through its applicant tracking system and recruiting software with blind resume screening.	D&I Friendly
	Oleeo	Helps ensure no adverse selection in compliance with established EEOC selection rates through its Intelligent Selection algorithm; Minimizes unconscious bias during the selection process by hiding information such as name, university and other personally identifying information.	D&I Feature
	 seekout	Targets diverse passive candidates proactively, offers blind hiring mode and demographic search filters to target diverse candidates, allows users to see companies where there are diverse candidates that fit existing open jobs.	D&I Feature
	Whitetruffle	Provides a platform for AI-powered anonymized job posting.	D&I Friendly
	Woo	Provides a platform for anonymized job referrals.	D&I Friendly
Creating blind assessments	8 and Above	Uses video analysis and AI to screen candidate soft skills.	D&I Feature
	HireVue	Provides a platform for video interview, video assessment and game-based candidate assessment.	D&I Feature
	Interviewing.io	Facilitates blind technical screening interviews with high performers from all backgrounds via anonymous interview platform.	D&I Friendly
	 Knockri	Uses video analysis and AI to screen candidate soft skills.	D&I Friendly
	Mya	Uses an AI chatbot to interview candidates, potentially reducing bias.	D&I Friendly
	 pymetrics	Predicts candidates that fit jobs using behavioral analysis and AI.	D&I Friendly
	Triplebyte	Assesses engineers using blind assessment.	D&I Friendly
	 XOR	Engages, screens and interviews candidates with an AI chatbot, uses predictive analytics on process.	D&I Friendly

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.











## Candidate Selection (continued)

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Reducing bias in background checking	Checkr	Allows for standardization of criteria for what screens out candidates during background check to increase consistency; criteria can be customized for specific roles.	D&I Feature
	Fortay	Helps screen candidates for cultural team fit, nurture and improve company culture, engagement and employee retention with actionable insights; Assess overall employee engagement and DIBs health.	D&I Feature
	 GoodHire	Allows candidates with adverse records on their background check to add explanatory comments.	D&I Friendly
Matching candidates to job descriptions	Censia	Uses AI to match people and jobs via a “talent discovery platform.”	D&I Friendly
	 bowmo™	Predicts candidates that fit jobs.	D&I Friendly
	Eightfold AI	Makes hiring more efficient using an AI platform to match people and roles, with built-in bias prevention.	D&I Feature
	harver	Predicts candidates that fit jobs using assessments.	D&I Friendly
	 HiredScore <small>The Recruiter's AI Assistant</small>	Grades candidates automatically for match with new job descriptions.	D&I Friendly
	Headstart AI Inc	Provides a recruitment screening, candidate matching, and management platform.	D&I Focus
	Jenna AI	Provides AI-powered autonomous candidate screen solution that matches candidates to jobs.	D&I Friendly
	IBM	Uses Watson to identify whether unconscious bias may be present in the hiring process and take action to eliminate it.	D&I Focus
	 JOPWELL	Connects and matches Black, Latinx, and Native American students and professionals to professional opportunities.	D&I Focus
	Limbo	Provides an open and anonymous platform that allows for double-blind resume posting and job matching for employers to seek candidates that match their roles.	D&I Friendly
	 plum <small>predict certain.</small>	Predicts candidates that fit jobs using an AI-enabled psychometric assessment at the beginning of the recruiting funnel, before a short-list has been generated; Predicts candidates that fit jobs using assessments, potentially reducing recruiter bias.	D&I Friendly
	 pymetrics	Predicts candidates that fit jobs using behavioral analysis and AI.	D&I Friendly
	 softfactors	Offers pre-screening and assessments of soft- and hard- skills and matching of applicants, anonymizes candidate profiles.	D&I Feature
	Teamable	Provides a platform for employee referral and diversity hiring that leverages social networks and resource groups as a talent funnel.	D&I Friendly
	 Visage	Combines crowdsourcing, advertising and AI to provide a list of passive and active candidates for a job and engages candidates via a multi-channel approach (e.g., email and LinkedIn).	D&I Friendly
Reducing biases during selection	8 and Above	Uses AI on video interviews to highlight moments of unconscious bias resulting from interviewers' behaviors; provides data to coach interviewers on confirmation and affinity biases. Also provides structure to interviews.	D&I Feature
	 greenhouse	Includes “nudges” within its technology system to remind recruiters and interviewers of bias-reducing behaviors; provides interview preparation materials.	D&I Feature
	 TalVista™	Provides data-driven structured interview assessments.	D&I Focus




Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

## Development/Advancement

### Learning and Development






CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Providing communication channels	 TRANSLATOR	Provides anonymous technology to facilitate D&I training and support post-event and ongoing communication to resolve difficult situations in the workplace.	D&I Focus
Offering virtual reality training	 BeingVR	Uses virtual reality and immersive storytelling for experiential learning and bias awareness.	D&I Focus
	 Equal Reality	Uses virtual reality immersion to experience behaviors like exclusion or inappropriate behavior in an interactive D&I training.	D&I Focus
	 STRIVR	Uses virtual reality to improve training and learning, including D&I.	D&I Feature
	 VANTAGE POINT	Uses virtual reality for fully immersive D&I training, especially sexual harassment training.	D&I Focus
Delivering training within employee workflows	 allie	Uses a Slack chatbot to offer diversity and inclusion assessments and related micro-training and culture analytics.	D&I Focus
	 Crescendo <small>Inclusive Workplaces</small>	Delivers personalized unconscious bias training within employee communication platforms (e.g., Slack or Microsoft Teams).	D&I Focus
Designing civil conversations over dinner	 CIVIC DINNERS	Uses technology to scale structured dinner conversations among citizens, advocates, employees, and alumni so they can discuss issues and ways to act and co-create a better future.	D&I Focus
Behavior assessment and debrief	Envisia Learning	Helps leadership development professionals assess and measure, based on Neuroscience, two foundations of effective teams: psychological safety/interpersonal trust + emotional awareness.	D&I Friendly

### Mentorship/Career Management



CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Searching for mentors	Chronus	Offers management software for company mentoring programs with search and matching capabilities, including specific diversity mentoring and matching feature.	D&I Friendly
	Glassbreakers	Offers mentor matching software.	D&I Focus
	 insala®	Offers coaching, development and mentoring management software for company programs with search and matching capabilities.	D&I Friendly
	Mentorloop	Offers management software for company mentoring programs with search and matching capabilities.	D&I Friendly
	 SAP SuccessFactors	Offers mentoring management software with search capabilities so employees do not have to rely only on their networks to find mentors.	D&I Friendly
	 planbox <small>AGILE WORK INNOVATION</small>	Offers management and measurement of feedback, suggestions, ideas and innovations; Enables the creation of online portals for community/ affinity groups/ERGs, collaboration and competitions, event management, suggestion management, news sharing, mentor-matching, and survey-based measurement.	D&I Friendly
Networking for mentors	Guild	Leverages technology to offers networking and mentoring for women both in communities and within companies.	D&I Focus
	Levo	Offers career mentorship platform, weighted toward women.	D&I Friendly
Offering personalized career pathing	Landit	Offers personalized career pathing and development, executive coaching and targeted skill development for diverse groups.	D&I Focus

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.



## Performance Management

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Finding performance feedback bias	 PIPELINE	Quantifies gender equality by identifying gender disparities in hiring, pay, performance reviews and promotions, and makes recommendations on how to address them.	D&I Focus
	 acquired by Culture Amp	Identifies disparities in performance review language, provides structure to performance feedback.	D&I Feature
Flagging recognition bias	 work human	Aggregates customer-selected diversity trends in recognition data and makes real-time recommendations for avoiding unconscious bias.	D&I Feature
Flagging bias in performance scores	SAP SuccessFactors 	Uses gender indicators to show where bias might exist in performance scores, removes photos during calibration sessions, provides exception flags when talent actions vary from expectations.	D&I Feature
Providing structure to performance feedback	Saba, Inc	Offers a library of comments and coaching tips for managers to provide more accurate, meaningful and unbiased feedback.	D&I Friendly
	 acquired by Culture Amp	Identifies disparities in performance review language, uses organizational network analysis (ONA) to identify feedback networks; Provides structure to performance & development.	D&I Feature

## HIPO Selection

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Identifying hidden HIPOs	 TrustSphere Because Relationships Matter	Uses passive organizational network analysis to identify employees who build networks that are indicative of good high-potential candidates.	D&I Feature
Flagging low diversity representation for HIPOs	SAP SuccessFactors 	Removes photos from calibration sessions and adds in gender indicators to 9-box analysis.	D&I Feature












## Leadership Development

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Providing insights on leaders' behaviors	 cultivate	Measures the variance in a manager's leadership skills, derived from workplace communication platforms, to provide self-awareness of team inclusion.	D&I Friendly
	Diversity Dashboard	Helps D&I professionals track and quantify diversity activities, measure results, and report on ROI through its online project management software; Measures engagement levels and communications among leadership.	D&I Friendly
	Envisia Learning	Helps leadership development professionals assess and measure, based on Neuroscience, two foundations of effective teams: psychological safety/interpersonal trust + emotional awareness.	D&I Friendly
	MESH / diversity	Allows clients to build and measure inclusivity, manage unconscious bias, and understand and identify power dynamics.	D&I Focus
Enabling trainings, conferences, events, and conversations for leaders	 TRANSLATOR	Provides anonymous technology to facilitate D&I training and support post-event and ongoing communication to resolve difficult situations in the workplace.	D&I Focus

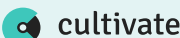
Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

## Engagement/Retention

### Employee Experience






CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Asking inclusion questions	 Culture Amp	Allows customization of questions on its employee experience platform to focus on diversity, inclusion, and intersectionality within organizations.	D&I Feature
	 MESH / diversity	Helps clients apply metrics that are appropriate and actionable to their individual diversity strategies.	D&I Focus
	Fortay	Helps screen candidates for cultural team fit, nurture and improve company culture, engagement and employee retention with actionable insights; Assess overall employee engagement and DIBs health.	D&I Feature
	 GLINT	Allows customization of questions on its employee experience platform.	D&I Friendly
	 limeade	Offers Inclusion+ product which includes a survey that measures employee perception, a data dashboard, and recommended leader, manager, and employee activities and communication tools.	D&I Feature
	 Qlearsite	Collects employee feedback via targeted D&I surveys; Offers natural language and sentiment analysis to understand the intangible sense of inclusion within organizations and inform actions.	D&I Friendly
	OrganizationView	Provides companies with tools and service to understand multi-language employee text.	D&I Feature
	 waggl	Gathers employee insight and assesses employee engagement via a platform that determines attitudes about current D&I strategies and practices and enables anonymous participation and authentic dialogue.	D&I Feature
Understanding diverse employees' experiences	 allie	Uses a Slack chatbot to collect demographic data, assess inclusion and understand employee experience by demographic group.	D&I Focus
	 Culture Amp	Allows customization of questions on its employee experience platform to focus on diversity, inclusion, and intersectionality within organizations.	D&I Feature
	 GLINT	Allows customization of questions on its employee experience platform.	D&I Friendly
	 limeade	Offers Inclusion+ product which includes a survey that measures employee perception, a data dashboard, and recommended leader, manager, and employee activities and communication tools.	D&I Feature
	 SENSE	Tracks the employee experience for diverse contract employees in an organization.	D&I Friendly

### Employee Communications

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Analyzing Slack communications	Bunch.ai	Analyzes Slack communications for impact on culture—including diversity and inclusion.	D&I Friendly
Providing communication feedback	 cultivate	Measures the variance in a manager's leadership skills, derived from workplace communication platforms, to provide self-awareness of team inclusion.	D&I Friendly

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.















## Employee Voice

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Enabling anonymous reporting	 <b>PLUTO</b>	Provides anonymous reporting capabilities on misconduct, harassment, and discrimination via Plutoid Incident Reporting and Anonymous Fishbowl Comments.	D&I Focus
Aiding innovation while minimizing bias	 <b>Ballonr</b>	Gathers feedback and ideas from all employees without allowing bias to influence feedback.	D&I Friendly
	 <b>planbox</b> <small>AGILE WORK INNOVATION</small>	Offers management and measurement of ideas and innovations.	D&I Friendly
	 <b>PLUTO</b>	Enables team members to propose, comment, or vote on initiatives within their company anonymously.	D&I Focus
	 <b>waggl</b>	Gathers employee insight and assesses employee engagement via a platform that determines attitudes about current D&I strategies and practices and enables anonymous participation and authentic dialogue.	D&I Feature
	OrganizationView		Provides companies with tools and service to understand multi-language employee text.

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

## Analytics











### D&I Analysis and Monitoring

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Conducting representation/ KPI analyses	 ellie	Uses a Slack chatbot to collect demographic data, assess inclusion and understand employee experience by demographic group.	D&I Focus
	 Aleria	Offers tools to track D&I efforts and financial performance.	D&I Focus
	BLENDOR	Collects demographic data to enable talent pipeline analytics based on race, gender, LGBTQ, veteran, and disabled identities.	D&I Focus
	 Diversity DASHBOARD	Tracks and quantifies diversity activities, measuring results and reporting on ROI.	D&I Focus
	 DIVERST	Measures impact of D&I efforts and engagement on D&I programs.	D&I Focus
	Glassbreakers	Offers mentorship, ERG management, and analytics on diversity.	D&I Focus
	 HRx	Provides data analytics for diversity and inclusion.	D&I Focus
	Namely	Provides point-in-time reporting and data visualizations for diversity.	D&I Friendly
	 OurOffice	Recommends curated tools and resources linked with D&I and business KPIs; Has relevant benchmarks, drill-downs, D&I action planning and tracking.	D&I Focus
	 PeopleFluent	Provides dashboards and reports comparing representation through the talent lifecycle against industry benchmarks.	D&I Feature
	 PIPELINE	Provides just in time recommended actions to improve gender equity and business outcomes by analyzing data.	D&I Focus
	 PLUTO	Tracks up to 655 metrics on diversity, inclusion, equity, belonging and misconduct; heavy focus on user privacy and only sharing aggregated data.	D&I Focus
	SAP SuccessFactors 	Analyzes diversity representation.	D&I Friendly
	 Stratus TMS, LLC Talent Management Software	Helps organizations develop, cascade, align and monitor strategic performance using scorecards and Performance Index Scores™ via its Strategy Lighthouse™ tool.	D&I Feature
	 vi Talent Management Software	Analyzes promotion rates of diverse talent and identifies trends and suggests solutions.	D&I Feature
 KSIER Diversity & Inclusion	Consolidates and analyzes compensation equity and representation data.	D&I Feature	
 workday.	Analyzes pay equity, benchmarking, tracking and measurement, employee self-identification, and compliance.	D&I Feature	

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.






## D&I Analysis and Monitoring (continued)




CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Enabling pay equity analyses	 ADP	Combines analytics and benchmarking to give insight into pay gaps that potentially exist.	D&I Feature
	 DBSquared	Analyzes pay and compensation for equity via DBCompensation feature.	D&I Feature
	 PeopleFluent	Provides dashboards and reports comparing representation through the talent lifecycle against industry benchmarks.	D&I Feature
	 PIPELINE	Provides just in time recommended actions to improve gender equity and business outcomes by analyzing data.	D&I Focus
	SameWorks	Analyzes compensation for pay equity.	D&I Feature
	Syndio Solutions	Analyzes compensation for equity and uncovers pay gaps.	D&I Focus
	 reisk	Consolidates and analyzes compensation equity and representation data.	D&I Feature
	 workday	Analyzes pay equity, benchmarking, tracking and measurement, employee self-identification, and compliance.	D&I Feature
Assessing network inclusion	 ORGANALYTIX	Uses active organizational network analysis to measure diverse people's network inclusion.	D&I Focus
	 TrustSphere <small>Because Relationships Matter</small>	Uses passive organizational network analysis (ONA) to measure the real-time networks and relationships of individuals, teams or groups to understand the inclusiveness of working networks.	D&I Feature
Analyzing talent acquisition processes	 Joonko	Monitors and analyzes behavioral patterns, via Joonko Hire™ feature, in existing recruitment data to identify unconscious bias as it happens.	D&I Focus
	 tapRecruit	Measures the diversity, quality, and source of inbound and sourced candidate funnels, flags when job lacks a statistically diverse and robust candidate pool.	D&I Feature

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

## D&I Business Case Analysis

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
Quantifying D&I business case	 Aleria	Offers simulations and tools to measure the impact of the link between D&I efforts and financial performance.	D&I Focus
	 OurOffice	Enables users to see the link between D&I and business and financial KPIs and quantify the D&I business case for specific activities.	D&I Focus
	 PIPELINE	Provides platform to analyze data relevant to diversity and inclusion outcomes, estimates financial impact of making changes, and makes recommendations on actions.	D&I Focus

## Employee Resource Group Management and Analysis

CAPABILITIES	VENDOR NAME	SOLUTION DESCRIPTION	SOLUTION TYPE
ERG Management & Analysis	 DIVERST	Enables ERG membership management, news feeds, and promotion of upcoming events via Manage ERG™ tool.	D&I Focus
	Glassbreakers	Connects ERGs on one platform, enabling organization of events, surveys, and resources.	D&I Focus
	 planbox AGILE WORK INNOVATION	Enables the creation of online portals for community or affinity groups or ERGs, event management, suggestion management, news sharing, mentor-matching and survey-based measurement.	D&I Feature
	 Stratus TMS, LLC Talent Management Software	Eases the administrative burden of growing and managing ERGs, BRGs and Councils via ERG Insight™ tool.	D&I Feature

Note: We were not able to acquire logos from all vendors; the lack of a logo is no commentary on any vendor.

# Sources

1. Samantha Masunaga, "CBS Stock Down Ahead Of Board Discussion Of Les Moonves Sexual Harassment Allegations," LA Times, 30 Jul. 2018, <http://www.latimes.com/business/la-fi-ct-cbs-stock-moonves-20180730-story.html>
2. Julie Creswell and Kevin Draper, "5 More Nike Executives Are Out Amid Inquiry Into Harassment Allegations," The New York Times, 8 May 2018, <https://www.nytimes.com/2018/05/08/business/nike-harassment.html>
3. Press release, "Robbins Geller Rudman & Dowd LLP Files Class Action Suit against CBS Corporation," Marketwatch, 2 Oct. 2018, <https://www.marketwatch.com/press-release/robbins-geller-rudman-dowd-llp-files-class-action-suit-against-cbs-corporation-2018-10-02>
4. International Labour Organization, "World Employment Social Outlook For Youth 2016: Trends For Youth," ILO, 2016, <http://www.ilo.org/global/research/global-reports/weso/2016/lang-en/index.htm>
5. EY, "Study: Work-Life Challenges Across Generations," EY, 2015, <https://www.ey.com/us/en/about-us/our-people-and-culture/ey-work-life-challenges-across-generations-global-study>
6. D'Vera Cohn and Andrea Caumont, "10 Demographic Trends That Are Shaping The U.S. And The World," Pew Research Center, 31 May 2016, <http://www.pewresearch.org/fact-tank/2016/03/31/10-demographic-trends-that-are-shaping-the-u-s-and-the-world/>
7. PwC Megatrends, "5 Global Shifts Changing The Way We Live And Do Business: Demographic And Social Change," PwC, 2018, <https://www.pwc.co.uk/issues/megatrends/demographic-and-social-change.html>
8. Korn Ferry Future of Work, "The Global Talent Crunch," Korn Ferry, Spring 2018, [https://dsqapj1lkrkc.cloudfront.net/media/sidebar\\_downloads/FOWTalentCrunchFinal\\_Spring2018.pdf](https://dsqapj1lkrkc.cloudfront.net/media/sidebar_downloads/FOWTalentCrunchFinal_Spring2018.pdf)
9. Rocio Lorenzo and Martin Reeves, "How And Where Diversity Drives Financial Performance," Harvard Business Review, 30 Jan. 2018, <https://hbr.org/2018/01/how-and-where-diversity-drives-financial-performance>
10. Weber Shandwick, "Millennial Demand For CEO Activism Surges," WeberShandwick.com, 2017, <https://www.webershandwick.com/news/article/millennial-demand-for-ceo-activism-surges>
11. Edelman Trust Barometer, "Expectations for CEOs," Edelman, 2018, <https://www.edelman.com/post/trust-barometer-expectations-for-ceos>
12. Artificial intelligence refers to simulated intelligence in machines that have been programmed to mimic human action and rational thought. Investopedia, "Artificial Intelligence – AI," accessed Dec. 2018, <https://www.investopedia.com/terms/a/artificial-intelligence-ai.asp>
13. Machine learning is the concept that a computer program can learn and adapt to new data without human interference. Machine learning is a field of artificial intelligence that keeps a computer's built-in algorithms current. Investopedia, "Machine Learning," accessed Dec. 2018, <https://www.investopedia.com/terms/m/machine-learning.asp>
14. An algorithm is a sequence of rules for solving a problem or accomplishing a task. Investopedia, "Algorithm," accessed Dec. 2018, <https://www.investopedia.com/terms/a/algorithm.asp>
15. Text mining is the process of exploring and analyzing large amounts of unstructured text data aided by software that can identify concepts, patterns, topics, keywords and other attributes in the data. Techtargget.com, "Text Mining (Text Analytics)," accessed Dec. 2018, <https://searchbusinessanalytics.techtargget.com/definition/text-mining>
16. Sentiment analysis is a type of data mining that measures the inclination of people's opinions through methods such as natural language processing. Techopedia, "Sentiment Analysis," accessed Dec. 2018, <https://www.techopedia.com/definition/29695/sentiment-analysis>
17. Natural language processing (NLP) is the ability of a computer program to understand human language as it is spoken. NLP is a component of artificial intelligence (AI). Techtargget.com, "Natural Language Processing," accessed Dec. 2018, <https://searchbusinessanalytics.techtargget.com/definition/natural-language-processing-NLP>
18. Mark Stone, "Want A More Diverse Workforce? How AI Is Combating Unconscious Bias," Dell Technologies, 14 Mar. 2018, <https://www.delltechnologies.com/en-us/perspectives/want-a-more-diverse-workforce-how-ai-is-combating-unconscious-bias/>
19. Jill Strange, "Can Artificial Intelligence Solve the Diversity Conundrum?" HR Technologist, 13 Nov. 2018, <https://www.hrtechnologist.com/articles/diversity/can-artificial-intelligence-solve-the-diversity-conundrum/>
20. Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. USCF Office of Diversity and Outreach website, accessed Dec. 2018, <https://diversity.ucsf.edu/resources/unconscious-bias>
21. Mercer, "When Women Thrive, Businesses Thrive," Mercer.com, 2016, <https://www.mercer.com/our-thinking/when-women-thrive-2016-report.html>
22. "Unconscious Bias Training," Wikipedia.com, accessed Dec. 2018, [https://en.wikipedia.org/wiki/Unconscious\\_bias\\_training](https://en.wikipedia.org/wiki/Unconscious_bias_training)
23. Bezrukova, K., Spell, C. S., Perry, J. L., & Karen A. Jehn, "A Meta-Analytical Integration Of Over
24. 40 Years Of Research On Diversity Training Evaluation," Cornell University, SHA, 2016, <https://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1973&context=articles>
25. Ben Dickson, "Artificial Intelligence Has a Bias Problem, and It's Our Fault," PC Mag, 14 Jun. 2018, <https://www.pcmag.com/article/361661/artificial-intelligence-has-a-bias-problem-and-its-our-fault>
26. And Tolga Bolukbasi, Kai-Wei Chang, James Zou, Venkatesh Saligrama, and Adam Kalai, "Man is to Computer Programmer as Woman is to Homemaker? Debiasing Word Embeddings," 30th Conference on Neural Information Processing Systems (NIPS 2016), Barcelona, Spain, 2016, <https://papers.nips.cc/paper/6228-man-is-to-computer-programmer-as-woman-is-to-homemaker-debiasing-word-embeddings.pdf>
27. Dina Bass and Ellen Huet, "Researchers Combat Gender and Racial Bias in Artificial Intelligence," Bloomberg, 4 Dec. 2017, <https://www.bloomberg.com/news/articles/2017-12-04/researchers-combat-gender-and-racial-bias-in-artificial-intelligence>
28. Stacia Sherman Garr and Carole Jackson, "D&I Technology: Could this be the Missing Link?" RedThread Research, in partnership with Mercer, Sep. 2018, <https://info.mercer.com/danditech>
29. Global Future Human Council on Human Rights, "How To Prevent Discriminatory Outcomes In Machine Learning," World Economic Forum, Mar. 2018, [http://www3.weforum.org/docs/WEF\\_40065\\_White\\_Paper\\_How\\_to\\_Prevent\\_Discriminatory\\_Outcomes\\_in\\_Machine\\_Learning.pdf](http://www3.weforum.org/docs/WEF_40065_White_Paper_How_to_Prevent_Discriminatory_Outcomes_in_Machine_Learning.pdf)

30. Laura Hudson, "Technology Is Biased Too. How Do We Fix It?" FiveThirtyEight, 20 Jul. 2017, [https://fivethirtyeight.com/features/technology-is-biased-too-how-do-we-fix-it/?ex\\_cid=538fb](https://fivethirtyeight.com/features/technology-is-biased-too-how-do-we-fix-it/?ex_cid=538fb)
31. Kate Crawford and Ryan Calo, "There Is A Blind Spot In AI Research," *Nature*, 13 Oct. 2016, <https://www.nature.com/news/there-is-a-blind-spot-in-ai-research-1.20805>
32. Matt Burgess, "Holding AI To Account: Will Algorithms Ever Be Free From Bias If They're Created By Humans?" *Wired*, 11 Jan. 2016, <https://www.wired.co.uk/article/creating-transparent-ai-algorithms-machine-learning>
33. Tucker Davey, "Towards A Code Of Ethics In Artificial Intelligence With Paula Boddington," *Future of Life*, 31 Jul. 2016, <https://futureoflife.org/2017/07/31/towards-a-code-of-ethics-in-artificial-intelligence/?cn-reloaded=1>
34. Small sample size, n = 21
35. Small sample size, n = 20
36. Small sample size, n = 20
37. List of problems D&I tech vendors are trying to solve were identified by allowing vendors to do free-form text entry and then identifying common themes.
38. Customer feedback gathered through survey responses and data collected through phone interviews from September to December 2018 .
39. CFA Institute, "CFA Institute Releases Diversity & Inclusion Guide For The Investment Management Industry," CFA Institute, 20 Sep. 2018, <https://www.cfainstitute.org/en/about/press-releases/2018/cfa-institute-releases-diversity-and-inclusion-guide>
40. Lisa Winning, "It's Time To Prioritize Diversity Across Tech," *Forbes*, 13 Mar. 2018, <https://www.forbes.com/sites/lisawinning/2018/03/13/its-time-to-prioritize-diversity-across-tech/#3138046016f8>
41. David Heller, Ruth David, and Thomas Buckley, "Now Clients Ask: Got Anyone Other Than White Males?" *Bloomberg*, 29 Jan. 2018, <https://www.bloomberg.com/news/articles/2018-01-29/u-k-boards-try-to-make-diversity-challenge-everyone-s-business>
42. Small sample size, n = 21
43. More than 101% YOY revenue growth for nearly 60% of organizations 4 years or younger; 51% YOY revenue for approximately two-thirds of organizations with fewer than 50 employees
44. Small sample size, n = 20
45. Stacia Sherman Garr and Carole Jackson, "D&I Technology: Could this be the Missing Link?" RedThread Research, in partnership with Mercer, Sep. 2018, <https://info.mercer.com/danditech>
46. Research has shown that women who read job descriptions with masculine-coded language found them less attractive and felt that they belonged less in those occupations—and thus were less likely to apply for them. For men, feminine-coded job descriptions were only slightly less appealing and there was no effect on how much the men felt they belonged in those roles. Danielle Gaucher, Justin Friesen, and Aaron C. Kay, "Evidence That Gendered Wording in Job Advertisements Exists and Sustains Gender Inequality," *Journal of Personality and Social Psychology*, Jul. 2011, vol 101(1), p109-28, <http://gender-decoder.katmatfield.com/static/documents/Gaucher-Friesen-Kay-JPSP-Gendered-Wording-in-Job-ads.pdf>
47. The research on the effectiveness of this approach is mixed. Luc Behaghel, Bruno Crépon, and Thomas Le Barbanchon, "Unintended Effects of Anonymous Resumes," *The Institute for the Study of Labor (IZA)*, Discussion Paper No. 8517, Sep. 2014, <http://ftp.iza.org/dp8517.pdf>
48. This approach is based on research about the effect on female selection of making orchestra auditions "blind" by having candidates play behind a screen, so their gender was not shown to the judging panel. This had a dramatic increase on the percentage of female candidates who were selected. Claudia Goldin and Cecilia Rouse, "Orchestrating Impartiality: The Impact Of 'Blind' Auditions On Female Musicians," *National Bureau of Economic Research working paper No. 5903*, Jan. 1997, <http://www.nber.org/papers/w5903>
49. Louis Columbus, "How To Close The Talent Gap With Machine Learning," *Forbes*, 17 Apr. 2018, <https://www.forbes.com/sites/louiscolombus/2018/04/17/how-to-close-the-talent-gap-with-machine-learning/#d22c8074e96d>
50. Frank Dobbin and Alexandra Kalev, "Why Diversity Programs Fail," *Harvard Business Review*, Jul./Aug. 2016, <https://hbr.org/2016/07/why-diversity-programs-fail>
51. Research from Kalev, Dobbin, and Kelly shows that efforts to moderate managerial bias through diversity training and diversity evaluations are least effective at increasing the share of white women, black women, and black men in management. The analyses rely on federal data describing the workforces of 708 private sector establishments from 1971 to 2002, coupled with survey data on their employment practices. Alexandra Kalev, Frank Dobbin, and Erin Kelly, "Best Practices or Best Guesses? Assessing The Efficacy Of Corporate Affirmative Action And Diversity Policies," *American Sociological Review* Vol. 71, No. 4, pp. 589-617, Aug. 2006, [https://www.cfa.harvard.edu/cfawis/Dobbin\\_best\\_practices.pdf](https://www.cfa.harvard.edu/cfawis/Dobbin_best_practices.pdf)
52. Virtual Human Interaction Lab, "How Experiencing Discrimination In VR Can Make You Less Biased, Big Think," Stanford University, 23 May 2018, <https://vhil.stanford.edu/news/2018/how-experiencing-discrimination-in-vr-can-make-you-less-biased-big-think/>
53. Natural language processing (NLP) is an area of computer science and artificial intelligence concerned with the interactions between computers and human (natural) languages, in particular how to program computers to process and analyze large amounts of natural language data. Challenges in natural language processing frequently involve speech recognition, natural language understanding, and natural language generation. Wikipedia.com, "Natural Language Processing," accessed Dec. 2018, [https://en.wikipedia.org/wiki/Natural\\_language\\_processing](https://en.wikipedia.org/wiki/Natural_language_processing)
54. Richard Taylor and John Forrester, "Complexity and Agent-Based Modelling," *Integration and Implementation Insights*, 7 Mar. 2017, <https://i2insights.org/2017/03/07/complexity-and-agent-based-modelling/>

