

# The State of Diversity in Recruiting

**For many of us, 2020 will be a year for the record books:** one in which we were tested, asked to do some deep internal work, and forced to grow—not only because of the pandemic, but also because of the renewed visibility of the Black Lives Matter movement in the wake of the murders of George Floyd, and Breonna Taylor, and Ahmaud Arbery at the hands of the police. We were asked to pay attention to the inequities that COVID-19 revealed as people of color experienced higher infection and mortality rates than their white counterparts, as women and people of color saw the greatest number of job losses, and as remote working conditions made inclusion efforts even trickier to follow through on. As talent acquisition professionals, we were invited to ask ourselves if we haven't privileged representation and failed to acknowledge how crucial belonging, equity, and inclusion are to the remarkable teams we're working so hard to build.

At Gem, we've contended with some of the same questions so many of you have—about our culture, our core values, and our blind spots. We've been in constant conversations with both our customers and other talent acquisition professionals about all-things DEI: from how to ensure accountability among hiring managers, to how to check our own unconscious biases, to how to invest in the psychological

safety of Black and underrepresented employees, to how to get executive buy-in for diversity hiring initiatives, to how to ensure the most inclusive and equitable hiring practices we possibly can. So we thought we'd finally *formally* ask some of those questions and offer that data more publicly, giving recruiting professionals a sense of what the diversity landscape currently looks like.

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Gem's "State of Diversity in Recruiting" is based on a survey that ran from November 4 through November 30, 2020, which over 500 talent acquisition professionals—from Sourcers and Recruiters, to Directors of Talent, to Talent Ops, to VPs of People, to Founders and CEOs—responded to. Respondents came from small businesses, large enterprises, and everywhere in-between. We hope this resource gives you a sense of what 2020 looked like for your peers when it came to diversity, and what they anticipate 2021 will look like for their respective teams. How did their diversity recruiting goals and initiatives change in the wake of the renewed visibility of Black Lives Matter? Do they currently track diversity metrics? Do they have—or do they plan to hire—dedicated diversity sourcers? Do they already have executive buy-in for diversity hiring? What practices do they plan on including in their hiring processes in 2021 to make them more equitable? What do they think their biggest barriers will be to increasing diversity in 2021? Read on for both a bird's-eye view and detailed observations from your peers.

57% of teams had diversity recruiting goals in place in 2020. Racial diversity, gender diversity, and LGBTQ+ diversity were the most common elements of those 2020 initiatives.

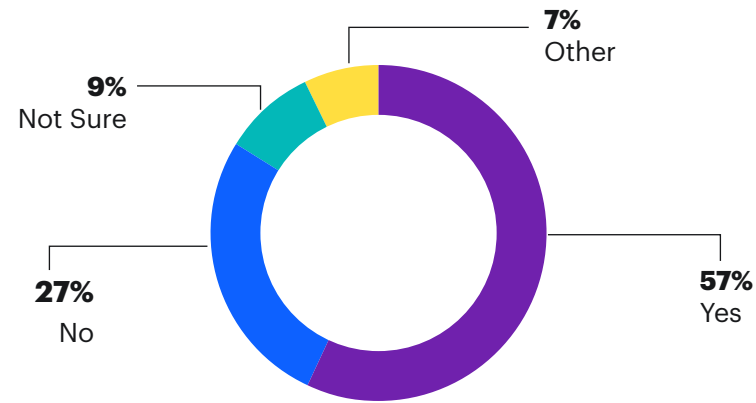
Diversity has been part of the broader talent acquisition conversation for a few years now; but between the BLM protests that began in late May 2020 and the growing recognition that COVID's impacts were more deeply felt for female-identified talent and in underrepresented communities, the topic became increasingly important. By November, nearly 60% of talent professionals told us that they had recruiting goals in place, while just over one-fourth of respondents (27%) said they had none. Many respondents said that, while they don't *currently* have goals in place, they're in the process of setting them.

Of course, goals and initiatives aren't enough; and some teams are struggling with the question of "what *now*?" "We have goals but no metrics" and "we have goals but no clear path to achieving them" were frequent comments. This underscores the fact that recruitment technologies that help teams track their diversity goals will be critical for TA heading into 2021.

**Many respondents said that, while they don't *currently* have goals in place, they're in the process of setting them.**

**Q.**

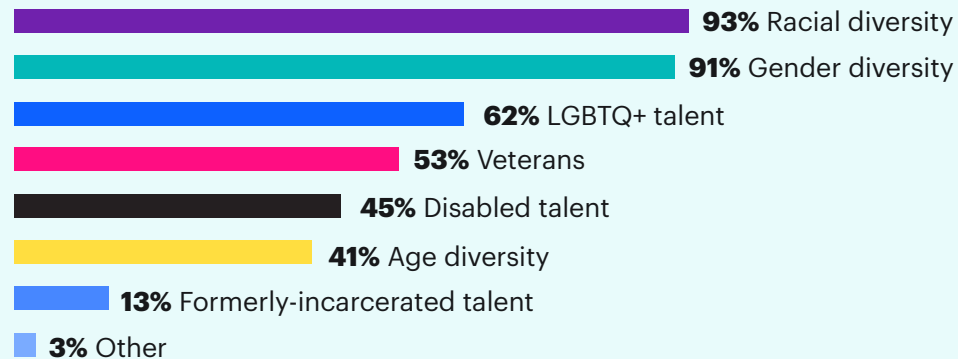
**Does your team currently have diversity recruiting goals in place?**



\* The majority of respondents who answered "Other" said some form of "We're currently working on them" or "We're in the process of setting them now." Other responses included things like: "Our clients dictate the diversity hiring goals toward which we work"; "Diversity is a priority but not an explicit KPI"; "We have nothing concrete beyond the request to 'hire more diverse candidates'"; "We have goals but no metrics"; "We have initiatives but not goals"; "We have rough goals, but no clear path yet to achieve them"; and "We don't have specific goals, but we have diversity sourcing sessions and personal goals."

**Q.**

**What is included in your diversity recruiting initiative?**

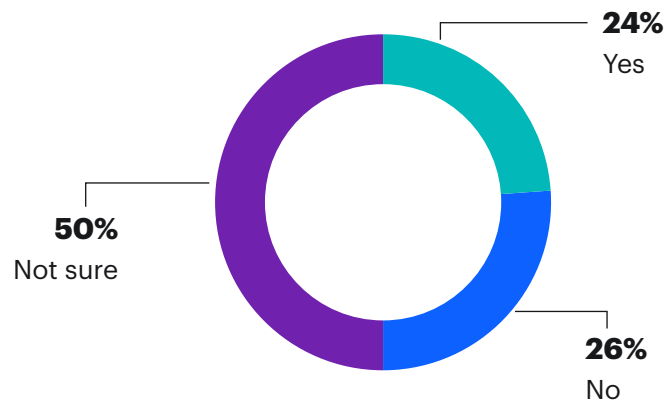


\* Respondents who answered "Other" said things like: "All of the above"; "Geographic diversity"; "Neurodiversity"; and "Nationality diversity (we are an international org)."

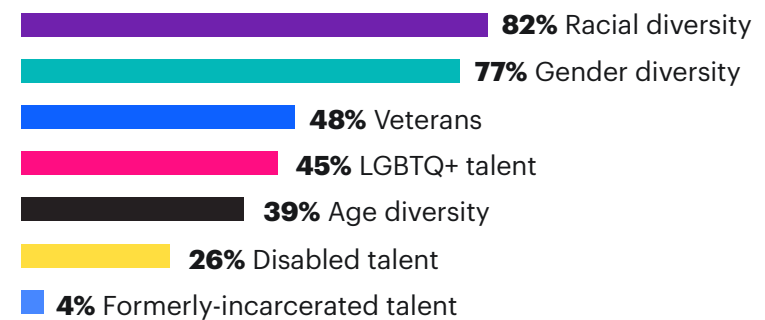
## Of the 27% of TA teams who *didn't* have diversity recruiting goals in place in 2020, ¼ of them say they'll have them in 2021

In other words—given the data points on the previous page—around 64% of respondents' teams will have diversity goals in place in 2021. Racial and gender diversity will be the most common elements of these new goals—though TA will *also* be looking for veteran and LGBTQ+ talent, and they'll be paying attention to age diversity as they grow their teams.

Q. If you *didn't* have diversity recruiting goals in 2020, will you have them in 2021?



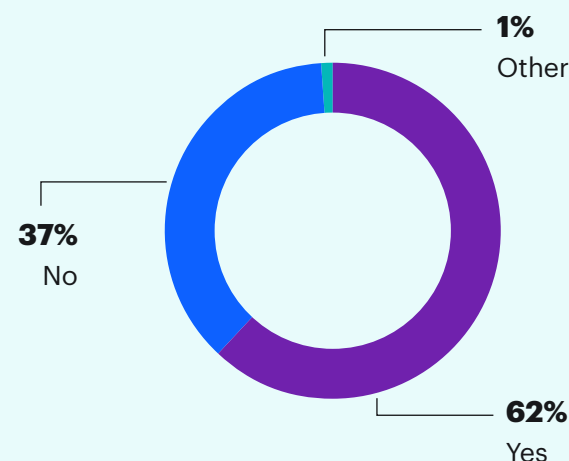
Q. If so, what will they include?



## Around 60% of teams set new diversity goals and created new diversity initiatives in 2020

Teams that had no diversity goals or initiatives at the beginning of 2020 now have them; teams that *had* them say they now have more robust and aggressive ones that will be both *backed* and *tracked* by data. Diversity metrics will be reported to teams and/or published to entire orgs to hold teams accountable in 2021. New initiatives include everything from improving referral programs to supporting ERGS to building out DEI teams internally to taking part in bootcamp and university programs. In short, 60% of talent acquisition teams have decided to up the ante for diversity hiring in the wake of 2020.

**Q.** Did your diversity recruiting initiatives change at all in 2020?



\* Respondents who chose "Other" either weren't sure, or have not been on their respective teams for long enough to know.



## Here's how respondents said their diversity initiatives changed in 2020:

"We **implemented outreach goals.**"

"We worked to **expand our top-of-funnel diversity through better sourcing** and using more diverse job boards. We have been working to **improve our referral programs** to help bring in diverse applicants, as well as **supporting ERGs.**"

"We ground all recruitment, interview, and selection processes in DEI principles. At least a **10% increase in applications from BIPOCs.** At least a **15% increase in applications received from Latinx candidates.** No more than a 5% gap for any group advancing from phone interview to in-person interview and from in-person interview to offer.

"We **committed to having at least 2/5 URM candidates** in the final stage interview process."

"We implemented the **Rooney Rule +1** for all roles at all levels."

"We **shifted our sourcing focus** with newly-opened reqs to ensure only candidates from diverse and/or **underserved groups are prioritized.**"

"We're **hiring more internal staff with DEI experience.**"

"We're **building out D&I teams internally.**"

"We **made diversity recruiting a priority with hiring managers**, as they are the key decision-makers."

"We're doing more **diversity training with hiring managers.**"

"We **aligned our D&I goals directly to company OKRs** and team KPIs."

"It's always been important to us, but with our recent OKR process put into place, we've made it **more of a formal focus, including reporting.**"

"**More measurement**, more manual collection and **tracking.**"

"**Tangible % metrics for onsite and hires** within departments (i.e. EPD and GTM)."

"We launched a **DEI working group.**"

"We focused on **interviewer bias, events**, and other initiatives."

"We **focused on 'underrepresented groups'** and realized we needed to be more intentional around racial/ethnic diversity."

"We've taken part in more **diversity hiring fairs.**"

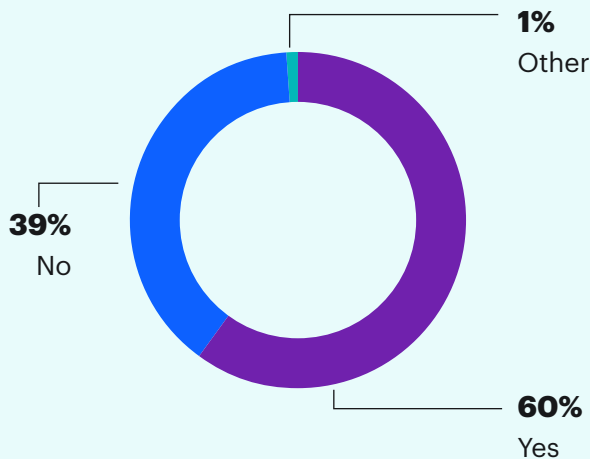
"We're driving diversity through **bootcamp & university programs.**"

"Our leaders volunteered to be part of future diversity efforts to help **create long-term support for new hires** and to foster current programs."

"We better defined our recruiting initiatives and our **Diversity, Equity, and Inclusion philosophy.**"



**Q.** Will your diversity hiring goals look different in 2021 than they did in 2020?



\* Respondents who chose "Other" either weren't sure, or have not been on their respective teams for long enough to know.

## Would you be willing to say how?

"We'd like to see a significant **increase in the number of people from underrepresented groups (URGs) we hire.**"

"We would like to **fill our pipeline with more diverse candidates** across the board."

"We've **increased diversity sourcing and set goals at the very top of the funnel.**"

"We have **more aggressive goals** after this year."

"**More aggressive targets** for 2021."

"They're **higher and tied to KPIs.**"

"We will be more **focused on our talent pipeline.**"

"Our goals now include **tracking, collection, and analysis.**"

"Now we're **more data-driven**, we have more metrics around diversity goals."

"We are **incorporating employee level** next year into our goals, and **measuring progress by team.**"

"**More robust metrics and goals.** We will also be **reporting our current diversity metrics to our teams** so they have a visual representation of their current team diversity."

"**Diversity KPIs will be published quarterly to the entire org**, tracking all phases of the employee lifecycle (hiring, retention, exits, etc)."

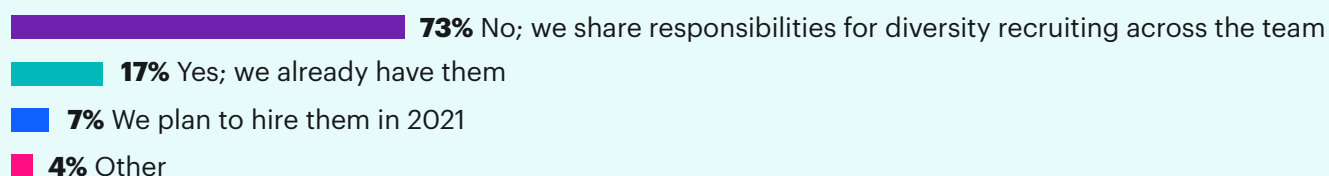
"We **had no goals** in place for 2020; now we have them across the board."

"We're focusing on more **diverse hiring at the leadership level.**"

The majority of sourcers and recruiters say they share responsibilities for diversity recruiting across the team—though dedicated diversity sourcers and recruiters are becoming an important specialization

17% of respondents said they currently have team members dedicated to sourcing and recruiting female-identified and underrepresented talent, while 7% said they plan to hire diversity recruiting specialists in 2021. This means that by the end of 2021, nearly one-fourth of respondents' teams will have members who specialize in diversity sourcing, recruiting, and hiring. Our hope is that this specialized knowledge and its accompanying best practices get spread to the team, so that diversity recruiting can remain a “shared responsibility” of sorts, top-of-mind for all team members.

**Q.**  
Do you have  
(or do you plan to  
hire) dedicated  
diversity sourcers  
or recruiters?

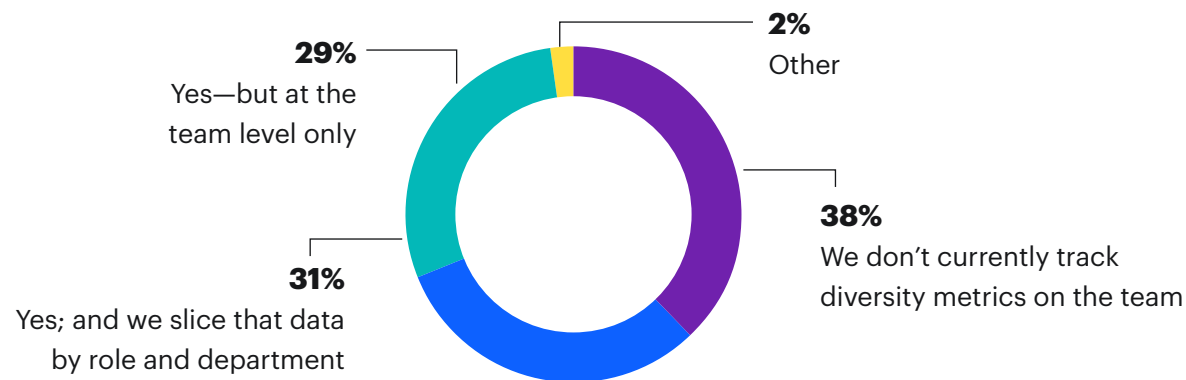


\* The majority of respondents who answered “Other” are in states of uncertainty about whether there’s headcount to hire dedicated diversity sourcers in 2021. Many expressed their hope that they’ll be hiring for these positions.

## Around 60% of TA teams currently track diversity metrics

Those who *do* track that data are pretty evenly split on how granular they get about those numbers: 29% track metrics at the team level only, while 31% slice their data by role and by department. To the degree that it's possible, we recommend the latter as a practice: dig deeper than company-level metrics. It's one thing for your organization to realize a 50/50 split of male and female employees; but if your male employees are all C-levels and your female employees are all in HR, your organization isn't nearly as equitable as it might appear with surface-level statistics. Slice your hiring funnels by department, role, and seniority level to give yourself the complete view of your diversity landscape. This way you can come up with a strategy for each role you have to fill, based on what *that* team currently lacks in representation.

### Q. Do you currently track diversity metrics across your team?



\* Respondents who chose "Other" said things like: "We're currently working on this strategy"; "We're planning to implement tracking in the next few weeks"; "No, but we plan to in the near future"; "HR manages this"; and "For some parts of the business, yes, but not for all parts."

More than 40% of talent leaders say they'll be investing in technologies for diversity hiring efforts in 2021. Sourcing tools made the top of the list.

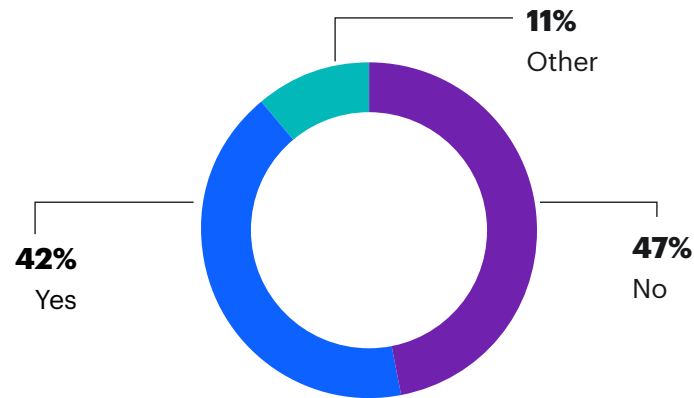
CRMs that allow teams to track pipeline diversity all the way through offer-accept was the #2 technology talent leaders said they'll be investing in. Given what we said about the importance of tracking diversity metrics above, this makes sense. The earliest stage of the funnel is really the only place where recruitment can influence the makeup of its pipelines, since channels like inbound and referrals are inherently less diverse. So if teams aren't actively sourcing diverse talent pools, they won't see a diverse pipeline, a diverse set of interviews, or a diverse team. Talent leaders know this—which is why nearly 80% of them said they'd be investing in tools that allow them to search, source, attract, and nurture underrepresented talent at the very top of the funnel.

**Nearly 80% of talent leaders are investing in tools that allow them to search, source, attract, and nurture underrepresented talent at the very top of the funnel.**

But while the top is crucial, teams also need visibility into their pipelines to discover what diversity looks like all the way through to offer-accept. Where are systemic biases showing up—by role, recruiter, or hiring manager—as some candidate segments get stuck at certain stages of the funnel? Are certain groups disproportionately dropping out of the funnel at specific points in the process? Having a diverse top-of-funnel won't mean much if you haven't optimized and de-biased your middle- and bottom-of-funnel practices. For talent leaders looking to understand their diversity metrics across the entire funnel, tools like Gem allow you to get visibility into, and report on, gender and race/ethnicity breakdowns in your pipelines, from reachout all the way to offer.

Q.

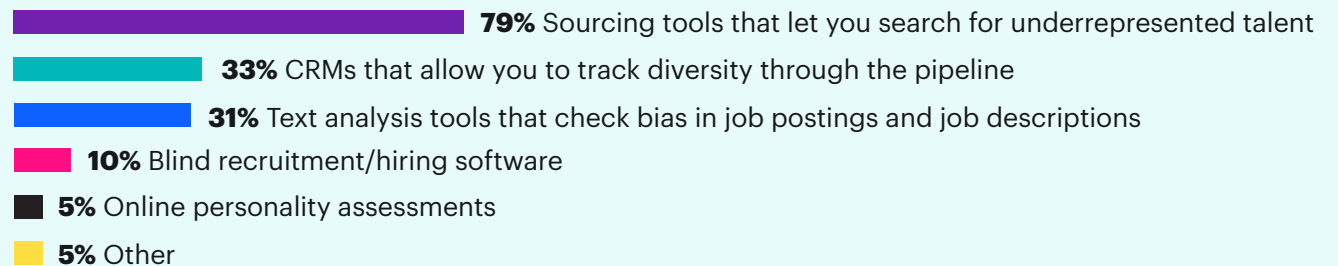
Do you plan to invest in technology to support diversity hiring efforts in 2021?



\* Respondents who chose "Other" said things like: "We already invest in tech for diversity hiring efforts but may adjust how we use these tools"; "I don't know yet"; "Not sure yet"; "Already did!"; "If budget line items are approved"; and "Hopefully, if the budget allows."

Q.

Which hiring technologies do you plan to invest in for diversity?

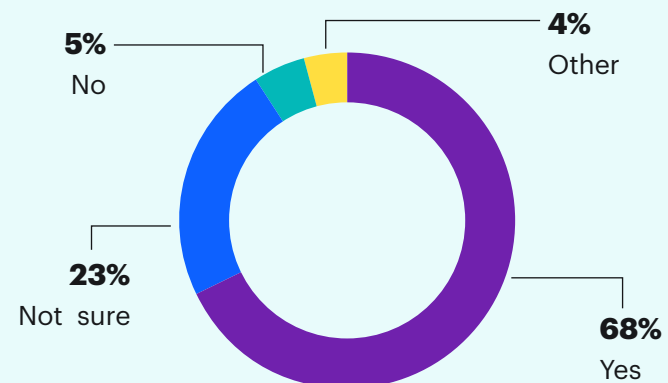


\* Respondents who chose "Other" mentioned platforms from "texting softwares" to "diversity job boards." Others said that they were in the process of educating themselves about the available tools on the market, or that they were still deciding, or that technology investments hinged upon a TBD budget.

## Nearly 70% of sourcers and recruiters say their teams have executive buy-in for diversity hiring

This is great to hear, given how critical it is that diversity efforts have support from the top if they're going to have longevity in an organization. What interests us nearly as much, however, is that nearly one-fourth of the talent acquisition professionals who responded to this survey said they "weren't sure" whether they had executive buy-in at their respective companies. Ideally, CEOs and other C-levels are making clear, public statements about where they stand on this topic; but if your executives *aren't*, it's well worth finding a way to have that conversation.

**Q.** Do you already have executive buy-in for diversity hiring?

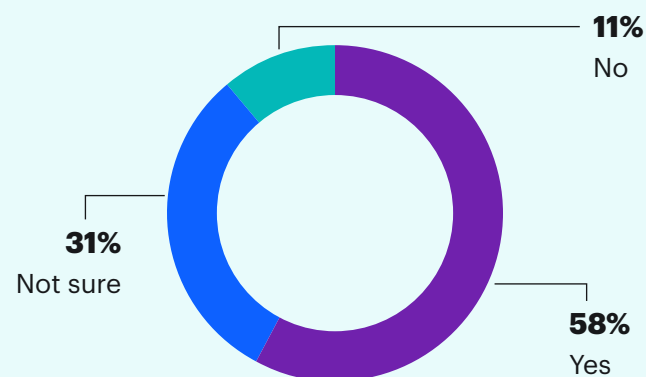


\* Respondents who chose "Other" said things like: "Working on it"; "Some executives have bought in, others have not"; and "As an agency, this varies by client."

## Nearly 60% of sourcers and recruiters say they're hiring for diversity at the leadership level in 2021

Above, we discussed the value of slicing hiring funnels not only by department and role, but also by seniority level. We all know the dismal statistics about diversity in C-level and executive roles; and diversity hiring efforts have shown us, again and again, that underrepresented talent is unlikely to accept offers from companies in which they don't see themselves reflected at the leadership level: executive heterogeneity suggests that promotion opportunities simply *won't* be available to them at those orgs. Leadership diversity is a virtuous circle; and we're happy to see it's top-of-mind for so many teams.

### Q. Is diversity leadership hiring in your plans for 2021?



\* Respondents who chose "Other" were either unemployed for much of the year or didn't have the time to learn new skills because they were hiring more than ever before.

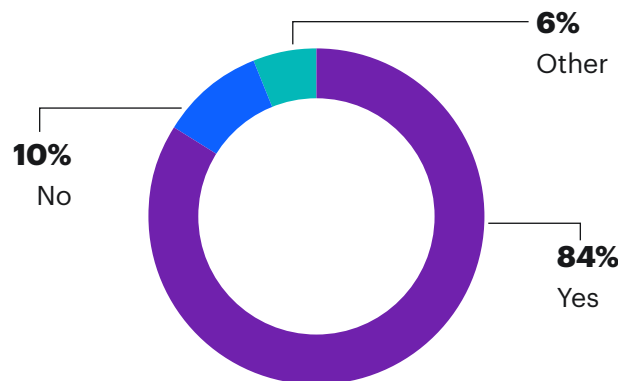


Sourcers/recruiters feel more strongly than talent leaders do that it's up to the recruiting function to hold an org accountable to diversity. But the majority of respondents across the board said that yes, accountability is an important role for TA to play.

We asked this question separately of sourcers/recruiters and talent leaders because we wanted to see how different their perspectives might be. We found that sourcers/recruiters are 17% *more likely* to believe it's up to recruiting to hold businesses accountable to diversity. It's worth reading through some of the written responses to this question; but we suspect that sourcers/recruiters hold this opinion more strongly because they have more clarity about the role sourcing plays in diversifying funnels at the top; and about how crucial their roles are to ensuring pipelines are not only *diverse*, but also *equitable*.

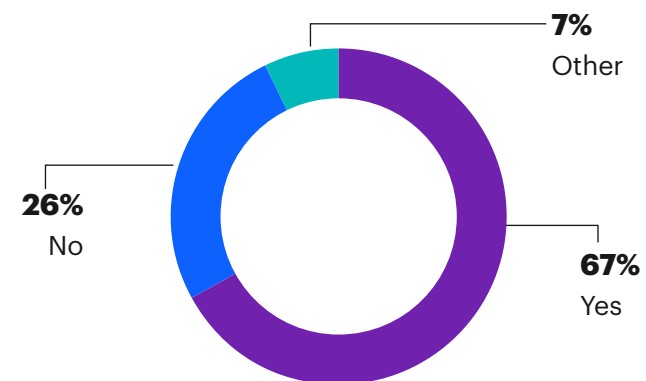
#### SOURCERS/RECRUITERS

Q. Generally speaking, do you feel like it will be up to recruiting to help keep businesses (including yours) accountable to diversity?



#### TALENT LEADERS

Q. Generally speaking, do you feel like it will be up to recruiting to help keep businesses (including yours) accountable to diversity?



## Sourcers and recruiters who answered “Yes” said:

“The top of the funnel is where candidate selection comes from. If you don’t present diverse candidates, hiring managers don’t have diversity to select from.”

“It’s important to source diverse talent in order to schedule meetings - we need to intro diverse talent and ensure they have opportunities to interview.”

“We need to find that passive talent.”

“Many people at the company are very vocal about this, but recruiting is the department that will have to put in the most effort.”

“Sourcers are the ones looking for qualified candidates and recruiters are the ones passing them along in the recruitment process. Diversity starts with us.”

“Yes, it starts with recruitment. We as a team must be educated and aware, set metrics and execute on them in order to keep an eye out for any bias in the interview process.”

“There will be inherent challenges building diverse pipelines of talent and recruiting will need to work with people ops and executives to paint a clear picture of these challenges for their organization, as well as a path to move forward in achieving diversity goals.”

“Managers do not have goals and are not held accountable.”

“We will need to share pipeline data to the business in order to keep it as a focus for them.”

“We find the candidates. We are responsible for putting them in front of the managers.”

“100% - we are on the front lines.”

“Because we have the pulse of the market and can provide data and analysis of what the current state looks like.”

“We’re the ones with the holistic picture of hiring trends and practices.”

“Even if HR sets goals around diversity it will be up to recruiting to find ways to meet those goals and to execute.”

“We are the SMEs.”

“Because no one else will.”

## Sourcers and recruiters who answered “No” and “Other” said:

“Diversity is always seen as the problem of the Recruiting team, but **it should be treated as a business objective with shared responsibilities** across the company.”

“**It’s a company-wide effort** and leads should also have some responsibility.”

“We can bring the talent in.... but **the inclusion piece has to be addressed** so they stay and thrive.”

“We drive and encourage DEI in hiring but **it’s ultimately the hiring managers’ decision.**”

“I think the business looks to us to lead the charge, but **we also need support from our leads.**”

“Recruiting efforts is where we start, but **talent management must follow along.**”

“It’s a **company OKR**, not just recruiting.”

“**It needs to be a partnership with the business** and they need to understand the need.”

“**It is a team effort** and our hiring teams are bought in.”

## Talent leaders who answered “Yes” said:

“There’s research that says if the pipeline to final isn’t made up of 66% or more diverse candidates, then it’s likely you will not hire them. **Recruitment is the gatekeeper** for this and should use best judgement when **presenting candidates for hire**, as well as fight for them in the final rounds.”

“**We write the job descriptions**, we create the posts, **we choose where open positions are posted**, we do the college outreach, **we train hiring managers** on proper interviewing practices = it is our responsibility and accountability.”

“**Hiring managers** are focused on running day-to-day operations and **don’t tend to keep diversity top of mind** and rely on recruiting teams for that.”

“This will always be the case. **Recruiters are the culture carriers for D&I** and therefore end up owning all the change management and accountability.”

“We have an impact on who joins the company; **we can help broaden perspectives.**”

“**Recruiting brings in the talent.**”

## Talent leaders who answered “No” and “Other” said:

“We’re moving to a model where **all levels in the org are accountable** for DEI - hiring managers, recruiters, execs, managers, etc.”

“Our organization has a **holistic commitment**, so recruiting does not need to drive that.”

“I think it is **the responsibility of anyone involved in the hiring process** to help remain accountable for diversity hiring.”

“Recruiting can drive the conversation, but **it likely won’t influence too much unless TA is seen as a true partner** with the business. There’s too many businesses that see TA as order-takers for it to truly drive change.”

“**Finding diverse talent is only part of the solution.** Bias training for interviewers and hiring managers, creating a culture of inclusion and a nurturing environment are of even greater importance.”

“Recruiting can source for diversity and work to eliminate bias from the hiring process, but ultimately accountability to maintaining diversity lies in **equity, inclusion, and belonging**, which is a **responsibility shared across the organization.**”

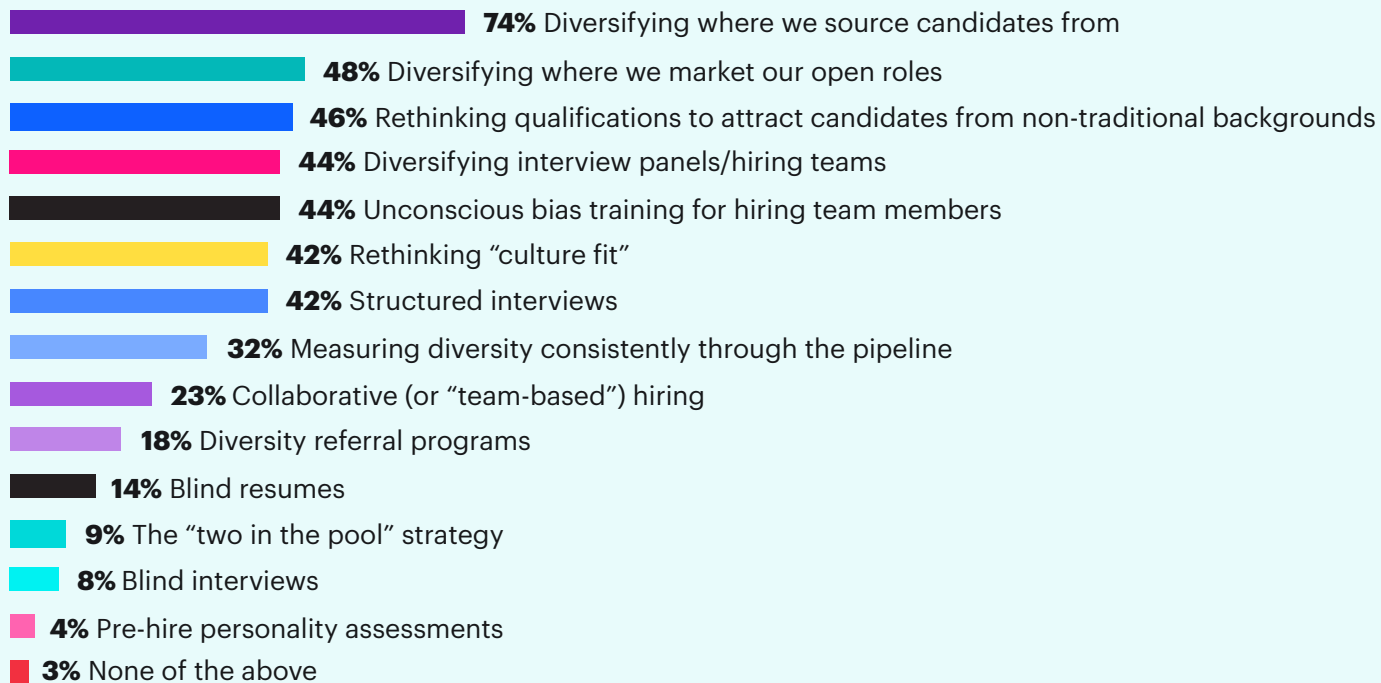
“It will be part of the leadership team’s priority, so **it will be top-down.**”

Diversifying candidate sources was the #1 practice TA teams used in 2020 for more equitable hiring. It remains at the top in 2021—accompanied by diversifying where teams market open roles, diversifying hiring teams, and measuring diversity all the way through the pipeline.

Sourcers/recruiters and talent leaders mostly align on top practices they'll be including in their hiring processes in 2021 to make them more equitable. Diversifying where they source candidates from, diversifying where they market open roles, measuring diversity consistently through the pipeline, and diversifying interview panels/hiring teams were 4 of the top-5 practices both demographics cited. Sourcers/recruiters *also* said that they'll be rethinking qualifications in order to attract talent from non-traditional backgrounds, while talent leaders emphasized that they'll be implementing unconscious bias training for hiring team members—differences in focus that make sense, given the nature of these roles.

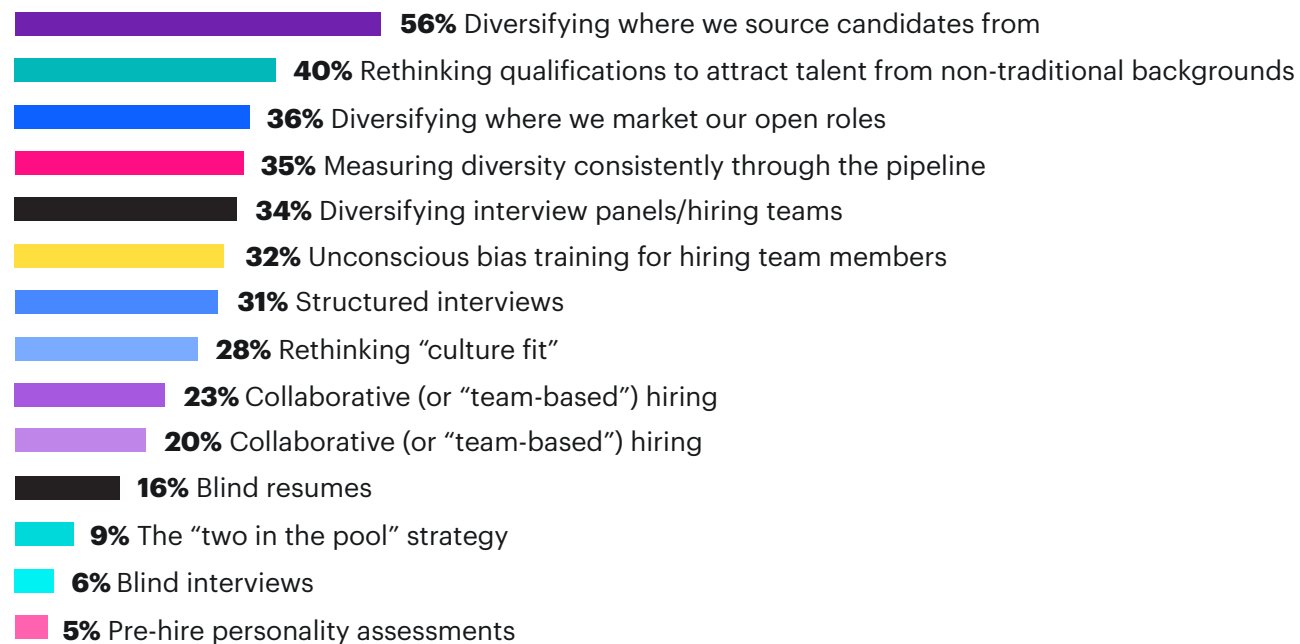
**Sourcers/recruiters will also focus on rethinking qualifications this year, while talent leaders are prioritizing unconscious bias trainings for their hiring teams.**

**Q.** Which recruiting/hiring practices have you used in the past to make your process more equitable?



## SOURCERS/RECRUITERS

Q. Which practices do you plan on including in your hiring process in 2021 to make it more equitable?





#### TALENT LEADERS

**Q. Which practices do you plan on including in your hiring process in 2021 to make it more equitable?**



Inclusive perks and benefits were the #1 internal practice teams had in place to support DEI in 2020. In 2021, it will be diversity in leadership.

Above, we noted that 60% of sourcers and recruiters say they're hiring for diversity at the leadership level in 2021, so its climb to priority #1 makes sense. It's worth noting, though, that the top DEI policies and practices of 2020 echo the policies and practices teams plan to *initiate* (or analyze, or re-think) in 2021: diversity in leadership, pay equity, perks and benefits, and communicating company commitment to DEI all made the top-four practices/policies for both years.

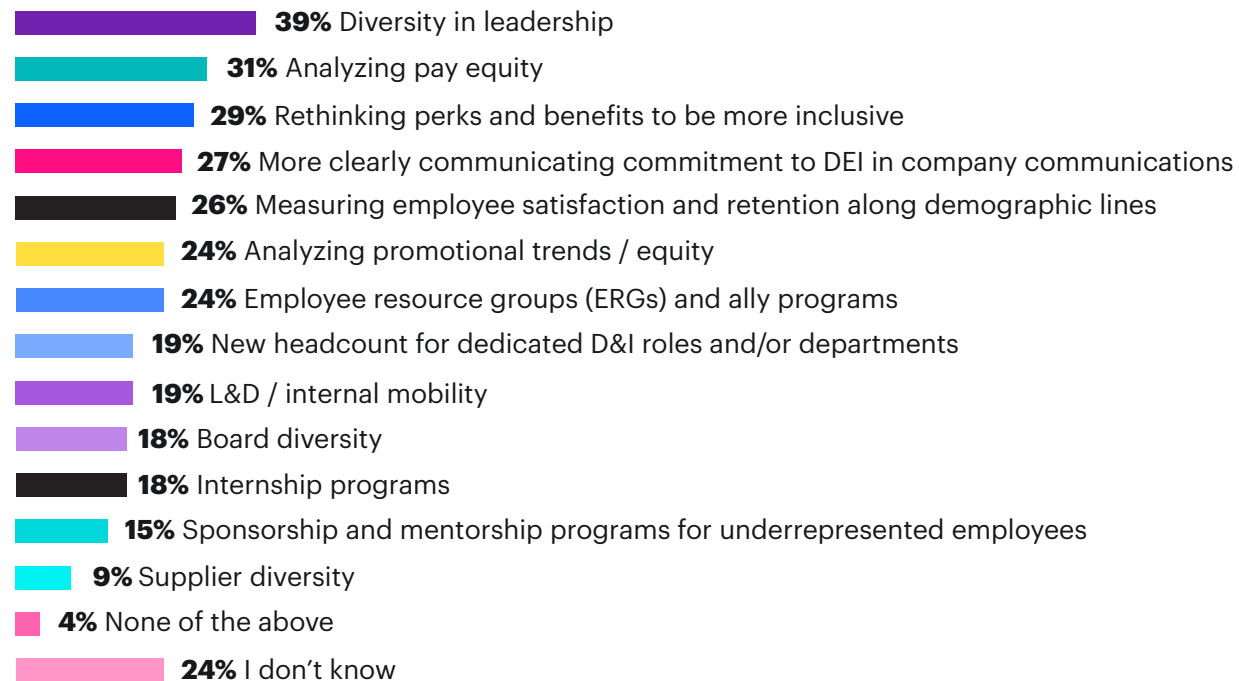
That said, it seems worth pointing out that “communicating commitment to DEI” is a practice many respondents are focusing on *despite* the fact that their respective organizations don't have the very policies and structures in place that would *help them* communicate that commitment. Observe the number of important DEI elements—L&D, ERGs, measuring employee satisfaction and retention along demographic lines, analyzing promotional trends, and so on—that fall *below* “communicating commitment” on both graphs. This is particularly enlightening data; and it may explain why sourcers and recruiters struggle with that communication: many of the cues that would point to a company-wide commitment to DEI—one baked into the organization—may not be there yet.

**The data suggests that sourcers and recruiters struggle with communicating their company's commitment to DEI because many of the cues that would point to that commitment (ERGs, L&D, measuring employee satisfaction and retention along demographic lines) are not in place yet.**

**Q. What, if any, organizational practices/internal policies do you already have in place to support diversity, equity, and inclusion (DEI)?**



**Q.** What, if any, organizational practices/internal policies do you plan on initiating in 2021 to support diversity, equity, and inclusion?



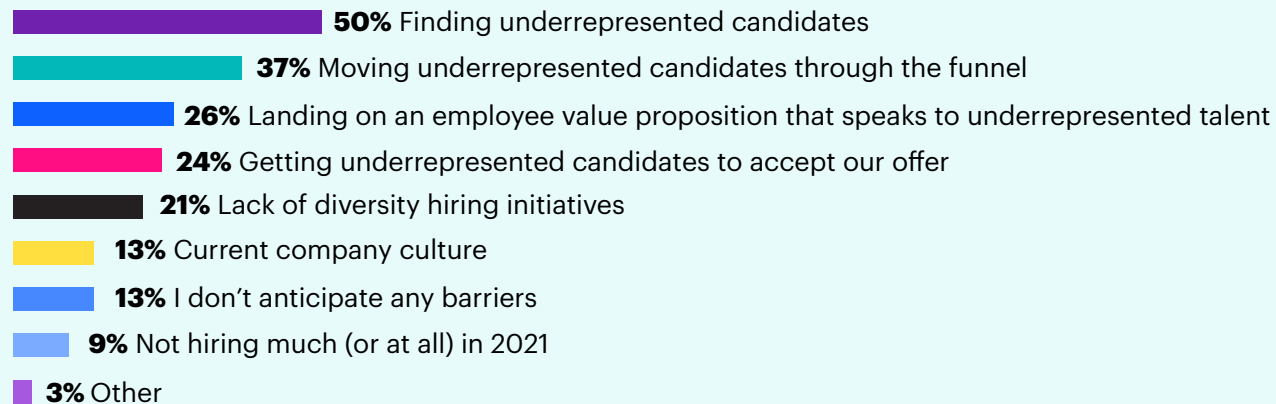
## The biggest barrier to diversity hiring in 2021 will be “finding underrepresented candidates”

This likely isn't a surprising data point: if your team has focused on diversity hiring at *all* in the past, you've probably realized that searching for underrepresented talent demands different strategies—different sources, different keywords, even a different mindset—than you're used to using. You may need to learn to value non-linear experiences, or to spot (or infer) skills acquired in non-traditional ways. You might have to employ a “distance traveled” metric, which takes into account how much harder underrepresented talent may have had to work to get where they are, based on privileges they did not have. You might have to leverage your ERGs or partner with organizations that represent the communities you want to reach. At Gem, we've got some [best practices for diversity sourcing at the top of the funnel if you're struggling to find candidates](#).

Moving underrepresented candidates through the funnel is the second-most-anticipated barrier to diversity hiring—and we like to think this, *too*, is where Gem can come in for your team. [Gem's top-of-funnel metrics](#) help teams understand the pipelines they're building; and Gem's customers with Pipeline Analytics can analyze conversion rates all the way through the funnel—from first outreach through hire. With these breakdowns, you can catch whether certain groups are disproportionately dropping out of the funnel at certain stages, understand where systemic biases might be showing up as some candidates segments get stuck at certain stages, or forecast how many reachouts are needed to make one underrepresented hire.

**Finding underrepresented candidates and moving them through the funnel are the two biggest barriers for TA teams thinking about diversity. Gem's top-of-funnel metrics help recruiters understand the pipelines they're building; Pipeline Analytics analyzes conversion rates for female-identified and underrepresented talent all the way through the funnel. In other words, there's a solution out there to help.**

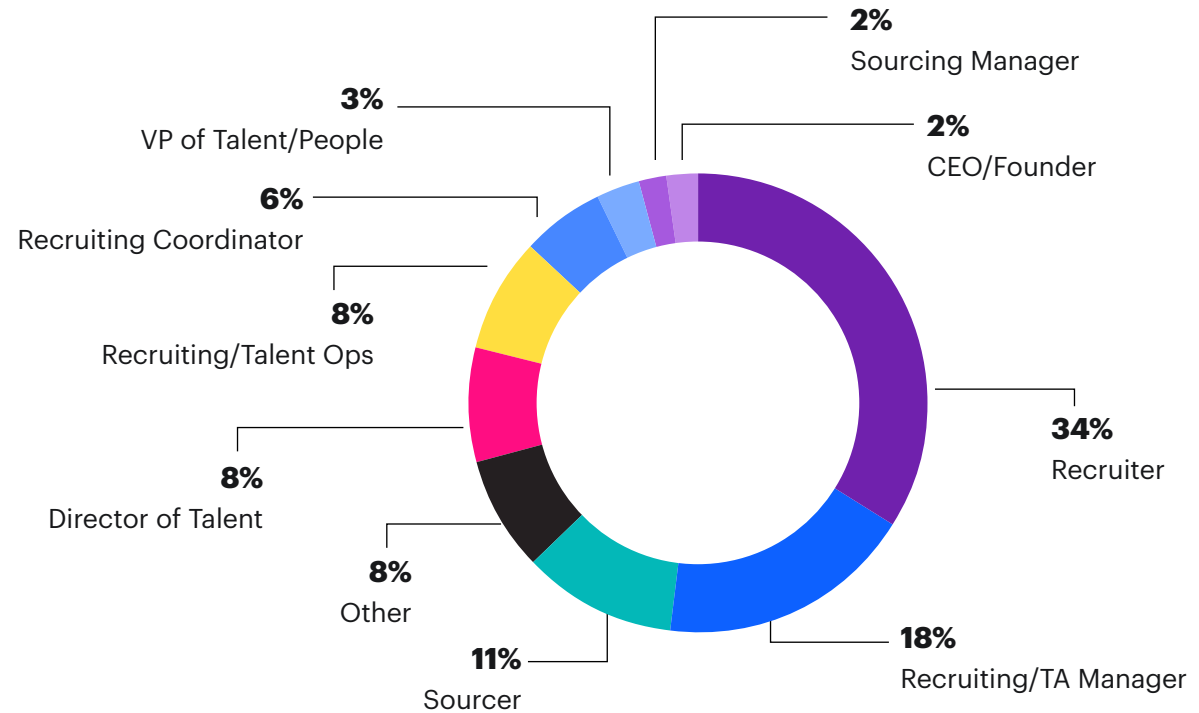
**Q. What do you think your biggest barriers will be to increasing diversity in 2021?**



\* Respondents who chose "Other" recorded answers like: "Tracking diversity progress"; "Lack of dedicated resources to support recruiters"; and "With the recent surge of diversity among companies, candidates may feel like we are checking a box."

## About Our Respondents

**Q.**  
Which job title best matches your role?

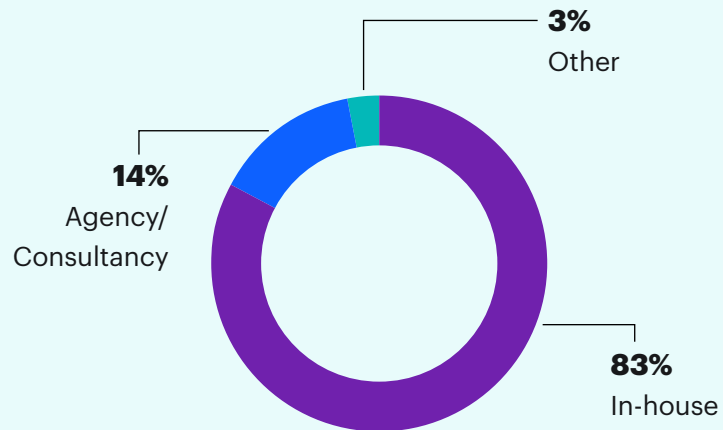


\* Respondents who chose "Other" were Chief People Officers, HR Assistants, HR Directors, Talent Brand Specialists, Recruitment Specialists, VCs, Senior Recruiters, Hiring Managers, Chief Inclusion Officers, HR Generalists, Operations Managers, Product Managers, Presidents, and VPs of Operations.

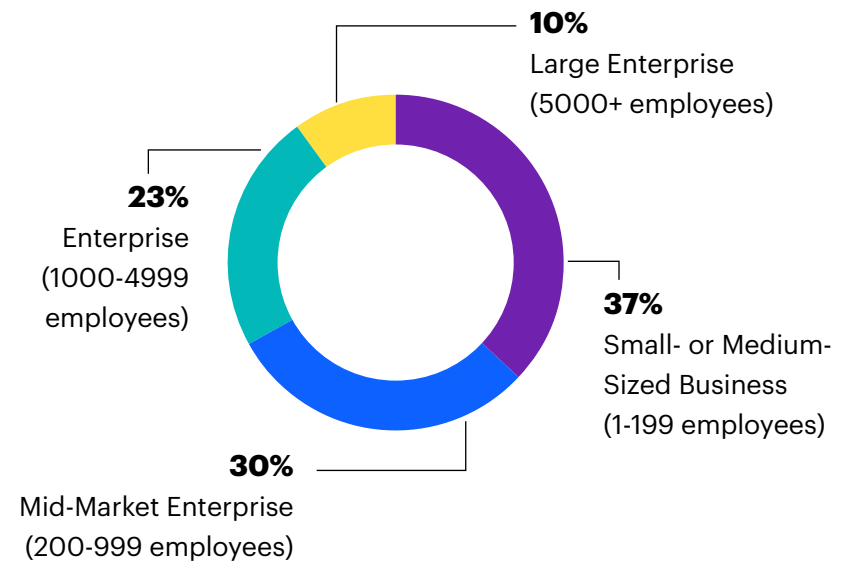


**SOURCERS/RECRUITERS**

**Q.** Do you work in-house or for an agency?



**Q.** How big is your organizations?



## How Gem Can Help

Our long-term goal at Gem is to help teams track and analyze diversity across the board, in all the ways that word is meaningful for their respective organizations. We know that the strongest diversity hiring initiatives begin at the top of the funnel, before prospects even apply. Channels like inbound and referrals are inherently less diverse; so if teams aren't actively sourcing and nurturing diverse talent pools, they won't see a diverse pipeline, a diverse set of interviews, and ultimately, a diverse team. This means sourcers and recruiters have perhaps the most important role to play in the "D" of a company's D&I initiatives... but it's hard to assess the effectiveness of diversity-focused hiring strategies unless you can measure diversity in the hiring pipeline.

In 2018, we shipped gender insights so talent teams could understand how their efforts were impacting gender diversity from first outreach through hire. Gender insights allows sourcers to report gender (male/female/non-binary/unknown) by person or in aggregate, so that managers can determine if there's bias in the sourcing process, whether by role or by recruiter. After many customer requests for a similar feature to track other underrepresented groups in the pipeline, we're now able to apply the same care to race/ethnicity insights. Gem's customers with Pipeline Analytics can analyze conversion rates through the funnel

for racial/ethnic groups. This data can shed light not only on whether teams are reaching out to a diverse talent pool, but also on whether there are systemic biases that might show up as some candidate segments get stuck at certain stages of the funnel... or don't even respond to outreach to begin with.

Gem's A/B testing feature allows sourcers and recruiters to try out new DEI content and discover what prospective candidates most want to hear about. We also want to help you think holistically about your diversity strategy, from events to content; so we've integrated with Splash so you can track underrepresented prospects that RSVP and/or attend your events, and follow up with them in automated (yet personalized) sequences afterwards. And as we work on our capabilities on the product side, we'll keep offering content on best practices for your diversity recruiting initiatives.

## Outreach Stats: Gender and Race/Ethnicity

GROUP BY Recruiter

BREAKDOWN BY Gender

Name	Recruiter Phone Screen	Phone Interview	Face to Face
▼ Luke Losin	77	25	22
Women	31 (40%)	9 (36%)	7 (31%)
Men	46 (59%)	16 (64%)	15 (68%)
Non-binary	-	-	-
Unknown	-	-	-
▼ Margho Dunnahoo-Kir...	117	37	32
Women	38 (32%)	10 (27%)	11 (34%)
Men	79 (67%)	27 (72%)	21 (65%)
Non-binary	-	-	-
Unknown	-	-	-
▼ Kylie Money	46	19	13
Women	26 (56%)	11 (57%)	9 (69%)
Men	20 (43%)	8 (42%)	4 (30%)
Non-binary	-	-	-
Unknown	-	-	-

Breakdown by: Race/Ethnicity

None  
Gender  
**Race/Ethnicity**  
Outreach Type

	Added to Gem	First messages sent
▼ Q1 2020	6067	5600
Black	853 (17%)	848 (18%)
Asian	1203 (20%)	1815 (32%)
Hispanic/Latino	905 (19%)	677 (18%)
White	2649 (44%)	2415 (43%)
Unclassified	25 (0%)	1 (0%)
▼ Q4 2019	16928	3314
	7 (46%)	10 (47%)
	8 (53%)	11 (52%)
	-	-
	-	-

Gem's Outreach Stats breaks down candidate outreach by gender and by race/ethnicity. Individual sourcers and recruiters can see how—or whether—their messaging appeals to female, non-binary, and underrepresented talent; and talent leaders can observe those early stats to determine whether there may be bias for any recruiter at the top of the funnel. These views can also be broken down by project, or be shown in aggregate.

## Passthrough Rates: Gender x Hiring Manager

Show applications that had their first Pre-Interview within: All Time —/—/— — —/—/—

Group by Gender and then by Hiring Manager

Funnel metric: Passthrough Rates

Columns

Gender	Pre-Interview	Phone Interview	Onsite	Offer	Hired	Hire Rate
<b>Overall:</b>	1067 —56%→	595 —46%→	275 —43%→	119 —69%→	82	1 / 13
▼ Women	572 —54%→	307 —47%→	144 —41%→	59 —71%→	42	1 / 14
Nick Bushak	213 —64%→	136 —34%→	46 —54%→	25 —68%→	17	1 / 13
Mike Pinkowish	200 —63%→	126 —29%→	37 —54%→	20 —65%→	13	1 / 15
Catherine Ladd	51 —47%→	24 —58%→	14 —64%→	9 —89%→	8	1 / 6
Caroline Stevenson	23 —74%→	17 —76%→	13 —38%→	5 —100%→	5	1 / 5

Pipeline Analytics shows teams and talent leaders passthrough rates by gender and race/ethnicity—from initial phone screen all the way to offer-accept. Talent leaders can apply a secondary filter to see how their underrepresented funnels look for individual roles, or by department, source type, hiring manager, and more. This way, they can optimize stages where female-identified engineers may be dropping out of process, or see where certain hiring managers may need training in unconscious bias.

## Passthrough Rates: Job Req x Gender

Job	Pre-Interview	Phone Interview	Onsite	Offer	Hired	Hire Rate
<b>Overall:</b>	534 —53%→	284 —40%→	113 —35%→	39 —77%→	30	1 / 18
▼ Sales Development Representative	43 —56%→	24 —46%→	11 —36%→	4 —100%→	4	1 / 11
Women	14 —57%→	8 —50%→	4 —75%→	3 —100%→	3	1 / 5
Men	28 —54%→	15 —40%→	6 —17%→	1 —100%→	1	1 / 28
Non-binary	-	-	-	-	-	-
Unknown	1 —100%→	1 —100%→	1 —0%→	-	-	-
▼ Engineering Internship	39 —100%→	39 —10%→	4 —100%→	4 —100%→	4	1 / 10
Women	25 —100%→	25 —16%→	4 —100%→	4 —100%→	4	1 / 6
Men	14 —100%→	14 —0%→	-	-	-	-
Non-binary	-	-	-	-	-	-
Unknown	-	-	-	-	-	-

“

Let's say I have a recruiter who is working with four different hiring managers. I'll go into Gem and filter the interview stages by gender. And from there I can see, based on passthrough rates, which hiring managers need help balancing the gender equity on their respective teams. By analyzing the passthrough rates of female candidates across different hiring managers, we can address areas of opportunity when it comes to hiring strong talent that truly represents the diverse market. And if I see a team that's significantly moving the needle on diversity, I dig into what they're doing to see if there's something that can be scaled to the rest of the company. I'm constantly using Gem to look for practices we can magnify and launch as best practices across the org.

**Joel Torres**

Talent Acquisition Manager





**Lauren Shufan, Author**

Lauren is a content strategist with a penchant for 16th-century literature. When she's not trying to tap into talent teams' pain points, she's on her yoga mat or hiking the hills of Marin County. Come at her with your favorite Shakespeare quote.

Gem is an all-in-one recruiting platform that integrates with LinkedIn, email, and your Applicant Tracking System (ATS). We enable data-driven, world-class recruiting teams to find, engage, and nurture top talent. With Gem, recruiting teams can manage candidate pipeline with predictability.

To learn more and see a demo, visit

**gem.com**