



South African  
General Council for  
Diversity & Inclusion

## Toolkit 4: Metrics and KPIs for Diversity and Inclusion

# ABOUT THIS TOOLKIT

In the South African legal fraternity, **many organisations already report on key aspects of diversity and inclusion (DEI)**, notably race and gender, as part of BBBEE and other sustainability reporting.

In addition, **DEI programmes are already common in both corporates and law firms.** There has been much good work done within these programmatic efforts and it must be noted that we are advocating for augmenting - rather than replacing - them.

Despite efforts, **there are a number of overarching general areas requiring improvement in the South African legal fraternity.** Our research notes that **race and gender** are still important elements where ongoing work is required, and also suggests that there are commonly gaps in adequately addressing **gender identity, disability, sexual orientation, religion and culture, and socio-economic background and status.**

Metrics and KPIs relating to DEI are an important tool to help organisations prioritise and reward efforts, and track progress against goals.

While acknowledging that there are a range of differences between organisations, **there are several key principles that are commonly applicable as well as certain categories of metrics and KPIs that may be helpful in augmenting and refining existing approaches to measuring diversity and inclusion.** This document outlines these and provides access to additional resources that may be of interest. It should be considered alongside the other elements of the SA GC Diversity, Equity, and Inclusion programme toolkits.

[\*\*LINK TO THE SPREADSHEET THAT LAYS OUT EXAMPLE KPIS\*\*](#)

# 7 PRINCIPLES FOR TARGET SETTING AND TRACKING

1

**Understand what DEI strategies already exist.** Speak to your diversity, equity, and inclusion, BBBEE, sustainability, and HR representatives to understand what is already in place so that you can support and augment - rather than replace -existing efforts.

2

**Diversity is broader than race and gender.** BBBEE is an important aspect of - but not the full definition of - diversity. Understanding how different aspects of the broad definition of diversity show up in your organisation is key to creating appropriate measures to drive inclusivity.

3

**Universal language and definitions within your organisation are key.** Clarity in terms of what different elements of DEI mean and how they are measured is crucial in your DEI strategy's success.

4

**Set targets for individuals,** especially those at senior levels who have the ability to influence DEI. Where possible, ensure targets align with KPIs, bonuses, and other incentives. DEI metrics should follow the same principles as other performance measures.

5

**DEI measurement should adhere to your internal HR best practice.** Some aspects can be easily quantified and tracked (eg, rates of recruiting, retaining, and promoting diverse talent); others will have to use alternative measurement methods like feedback surveys.

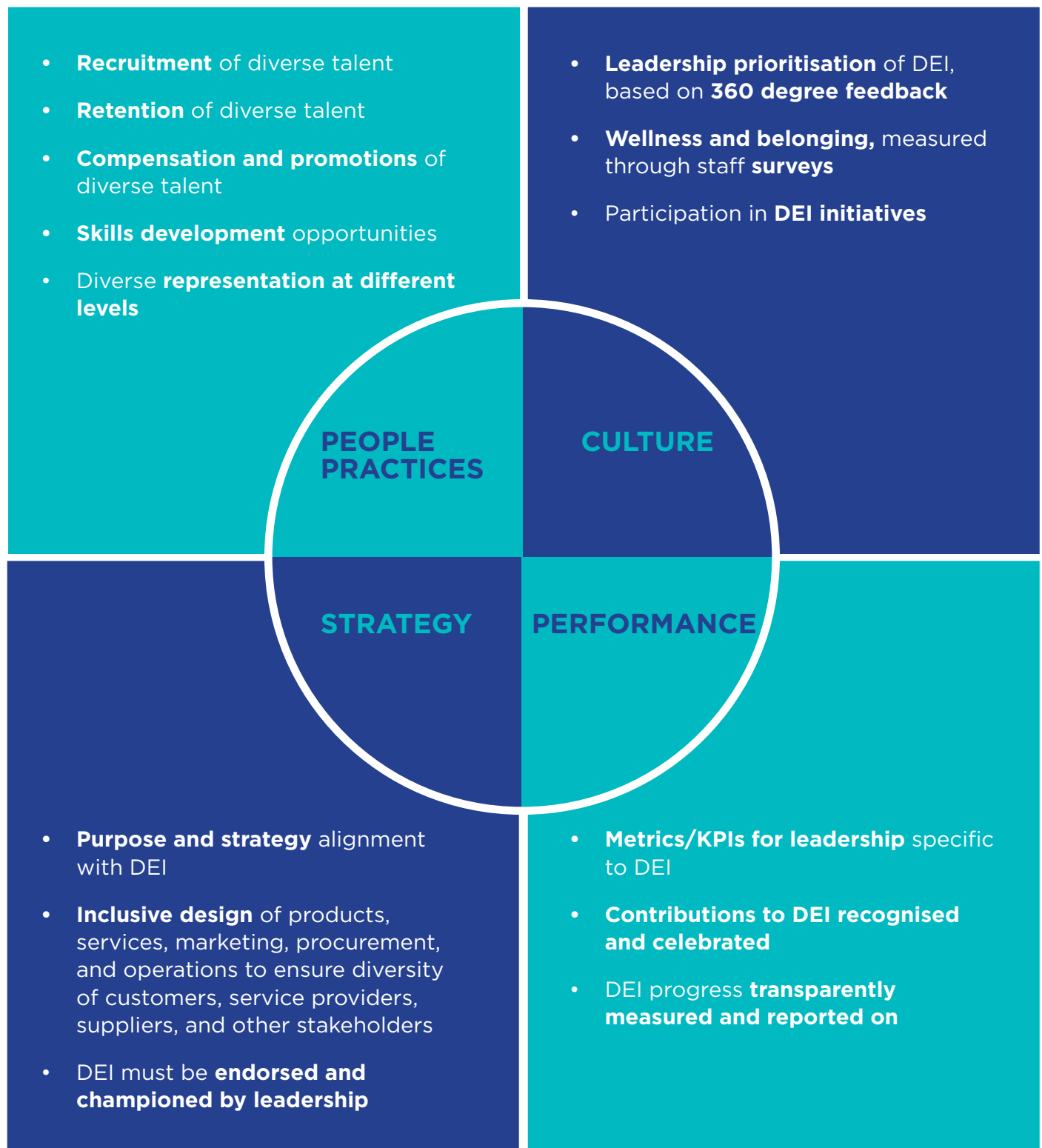
6

**Design metrics to have meaningful impact in your organisation.** Do not design for a theoretical entity or treat DEI as a compliance exercise. Metrics and KPIs must be measurable and meaningful in your unique organisational context.

7

**Drive accountability with leadership buy-in, internal comms, and public reporting around inclusion and diversity.**

# KEY AREAS TO MEASURE IN THE LEGAL FRATERNITY



# EXAMPLES OF METRICS FOR DIVERSITY, EQUITY, AND INCLUSION (NON-EXHAUSTIVE)

## METRICS FOR ALL ORGANISATIONS:

1. Percentage of staff by diversity category and seniority
2. Recruitment aligned with diversity targets
3. Retention and promotion by diversity category and seniority
4. Compensation (monthly CTC and bonus) by diversity category and seniority
5. Access to skills development and training opportunities by diversity category and seniority
6. Inclusion and diversity initiatives supported internally
7. Inclusion and diversity initiatives supported externally
8. Leadership prioritisation of DEI, based on 360 degree feedback
9. Wellness and belonging, measured through staff surveys (part of leadership KPIs)
10. Participation in diversity and inclusion initiatives (part of leadership KPIs)

## METRICS SPECIFIC TO LAW FIRMS:

1. Billed hours by diversity category and seniority
2. Non-billable hours by diversity category and seniority
3. Origination credit attribution by diversity category and seniority

## METRICS SPECIFIC TO CORPORATE LEGAL FUNCTIONS:

- Efforts to support DEI in external legal teams assigned to corporate matters
- Procurement decisions that take DEI factors into account.

\*Note - this requires determining and sequencing in your organisation which diversity categories make sense to measure

\*\* Please see the example excel spreadsheet for a template for you to consider for this work



# USEFUL RESOURCES AND ADDITIONAL INFORMATION

This guidance is based off our consultations with local DEI experts and the [EU GCD&I Toolkit](#).

[EU GCD&I Nudge Card for GC Engagement with law firms](#)

This specific toolkit element was used to inform our approach on how to engage with law firms in South Africa

These questions and assessment levels are based off the [EU GCD&I Toolkit](#) and [The Global Diversity, Equity, and Inclusion Benchmarks](#).

[The right mind-set: Approaching diversity and inclusion in South Africa](#)

This report compiled by Deloitte goes into detail on DEI in South Africa, providing good insight into the direct benefits of DEI for your organization

[How to Measure Inclusion in the Workplace](#)

This Harvard Business Review article goes into detail about the different areas of DEI in your organisation, looking at, for example : 'capturing employee perceptions of inclusion', ways to take action, and potential pitfalls.

[Information on B-BBEE](#)

[The Constitution of the Republic of South Africa](#)

[The Employment Equity Act](#)

[Additional information on conformity bias](#)

This source provides a more indepth look at conformity bias

[Social Influence, Conformity Bias, and the Study of Active Minorities](#)

This academic paper looks at the significance of social influence when it comes to bias and its impact on minorities

[SHRM's HR Glossary](#)

This glossary provides definitions of different biases as well as other important terms relating to DEI

[A Simple Checklist to Improve Decisions](#)

This is a comprehensive list of questions to ask to help detect bias

[Implicit Bias in the Legal Profession](#)

This resource from the IPO provides a detailed look at implicit bias specifically within the legal profession

[The Fundamental Attribution Error: What it is & how to avoid it](#)

A more detailed look into the fundamental attribution error from the Harvard Business School

[The Similarity Bias](#)

This resource provides an expanded view on the similarity bias

[16 Unconscious Bias Examples and How to Avoid Them in the Workplace](#)

This source expands on unconscious bias. It goes into further detail on the different types of biases that exist beyond the ones explored in this toolkit

[Additional information on conformity bias](#)

This source provides a more indepth look at conformity bias

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This Harvard Business Review article goes into detail about the different areas of DEI in your organisation, looking at, for example : 'capturing employee perceptions of inclusion', ways to take action, and potential pitfalls.

[FAQ on LGBTQIA](#)

This list of frequently asked questions was put together by the Department of Justice to communicate helpful definitions and answers questions about LGBTQIA people.

[Glossary of Diversity, Inclusion and Belonging \(DIB\) Terms](#)

This glossary from Harvard Human Resources delves into additional and potentially more niche DEI definitions, but is a good additional resource.

[Disability Inclusion](#)

This resource compiled by the CDC provides an indepth look at disability and inclusion and how to define and approach disability when it comes to creating inclusive spaces.