

WE CAN DO BETTER

DIVERSITY, EQUITY, AND INCLUSION SCORECARD



2021 WCBD Initiatives	August 24, 2021
1. Create a scorecard for ERS's WCBD initiative and share widely.	
2. Examine HR practices for systematic biases and update protocols to make them more inclusive.	
3. Evaluate our resident marketing efforts for CCRCs and identify opportunities to increase diversity of residents in our CCRCs.	
4. Create a staff scholarship for underrepresented staff in aging services, including evaluating our Next Generation Leadership program.	

STAFF METRICS:				
Total number of staff: 614	Women		Men	
Demographics - 2021	Q1 2021	Q2 2021	Q1 2021	Q2 2021
% Total of Underrepresented¹ Staff	Q1: 46.44% Total		Q2: 47.7% Total	
• % Black/Brown Staff	35%	34.9%	8%	8.0%
• % Hispanic Staff	1.34%	1.47%	0.3%	0.5%
• % Asian, Alaskan, American Indian and Pacific Islander Staff	0.6%	1.14%	1.34%	0.3%
• % More than One Race Staff	0.59%	.8%	0.59%	0.65%
• % White Staff	40%	39.7%	13.35%	12.5%

HR METRICS						
	Women			Men		
	Q1 2021	Q2 2021	Goal	Q1 2021	Q2 2021	Goal
% Underrepresented Managers / Supervisors	15.9%	12.8%	15%	0.25%	0.7%	2%
	Q1: 17.9% Total			Q2: 19.8% Total		
% Total Underrepresented External Hires	Q1: 22.7%			Q2: 46%		
% Underrepresented Staff Promotions <small>{Rolling 12 mo}</small>	50% (3/6)	50% (1/2)	30%	0% (0/6)	0% (0/2)	30%
% Underrepresented Staff Turnover (without prn staff)	4.8%	2.3%	4%	0.7%	0.8%	4%
	3.8% compared to 11% company-wide					

# Open Positions Posted with Underrepresented Recruitment Sources ²	Q2: 6 total (1 Veteran, 2 African American, 1 Latino, 1 LGBTQ)	
% Total Interviewees identified as Underrepresented	Q1: 33.5% out of 182 interviews	Q2: 14% out of 111 Interviews
# Active Affinity Groups	Q2: 1 group compared to goal of 3 for 2021	
# Underrepresented Staff Members with NG Leadership plan	2021: 50% (3 out of 6 active plans)	

RESIDENT METRICS:

Indicator	Women			Men		
	2020	2021	Goal	2020	2021	Goal
% CCRC Underrepresented Residents	3%	2%	10%	3%	1%	7%
% AL Underrepresented Residents	Not tracked	17%	20%	Not tracked	7%	10%
# of Leads Who are Underrepresented	1	1	30	1	0	30
# of Outreach and Ads Focused on Underrepresented Groups	-	-	18	-	-	18

BOARD METRICS

ERS Corporate Board			
	Female	Male	
Gender One Identifies With:	38.9%	61.1%	
	White (not Hispanic or Latino)	Black or African American (not Hispanic or Latino)	
Race One Identifies With:	77.8%	22.2%	

All Boards and/or Committees: for Members who responded to the survey and are on ERS Corporate Board, Other Boards³, and/or Committees⁴

	Female	Male	
Gender One Identifies With:	36.73%	63.27%	
	White (not Hispanic or Latino)	Black or African American (not Hispanic or Latino)	Other
Race One Identifies With:	95.92%	4.08%	0%
	Yes	No	
Identify As A Person With A Disability:	2.04%	97.96%	
	Veteran	Non-Veteran	Current/Active Military
Military Status:	12.24%	87.76%	0%

EXTERNAL METRICS:

	2021	Goal
# of Underrepresented or Woman-Owned / Led Business Partner	11	TBD
# of Veterans / Military Partners	TBD	TBD

REFERENCE NOTES

¹ Underrepresented is defined as self-reported Black, Brown, Hispanic, Asian, and LGBTQ persons

² Sources include Black, Brown, Hispanic, Asian, LGBTQ, and Veteran groups

³ Other Boards Include: ERS Board, ERS Foundation, ECH Board, ECH Foundation, AL Board,

⁴ Committees include: Finance Committee, Strategy Committee, Personnel Committee, Leadership and Nominating Committee, Investment Committee, Marketing Committee, Fund Development Committee, and Corporate Compliance Committee.