



**Anonymous
Sales Team
DEI Analytics**

Where Sales Team Is Today

1. Favoritism or preferential treatment regarding distribution of sales leads and assignments
2. In- and out-groups (socializing)
3. White male boys club
4. Lack of transparency regarding job opportunities (e.g., internal and external hires, openings, and promotions)

DEI Objectives

Raise awareness around privilege and bias and how they manifest

Understand how identity affects decisions, hiring, promotions, etc.

Equip sales leaders with the tools needed to manage and support a diverse team

Develop an inclusive leadership model that represent company culture and values

Note: Objectives are based on  Culture Amp assessment findings.

Discovery Phase

Data Sources

1. HRIS data about demographics of global Sales Team members from **2013-2020**
 - Gender
 - Ethnicity/Race (**Only US-based employees**)
 - Age
 - Seniority at Company
 - US vs. non-US
 - Gender of Team Manager
2. CRM data about leads generated
 - Number of leads in Salesforce per Sales Team member from **2012–2020**
3. Culture Amp survey
 - Data on sense of inclusion from **fall 2019**

Data Segmented By The Following Demographics



Gender (Male vs. Female)



Ethnicity



Age



Seniority



Country (US vs. non-US)

Data Analysis & Findings

Demographics Ranked by Highest Number of Leads

Rank	First Name	Last Name	# Leads	Age	Ethnicity	Gender	Time at Co.	Country
1	****	****	3676	23	Not specified	Male	08/05/2019	non-US
2	****	****	2917	28	White	Male	04/01/2019	US
3	****	****	2662	44	White	Male	03/25/2019	US
4	****	****	2662	29	White	Male	01/07/2019	US
5	****	****	2447	26	White	Male	04/01/2019	US
6	****	****	2088	27	White	Female	02/25/2019	US
7	****	****	1790	24	White	Male	07/22/2019	US
8	****	****	1679	26	White	Male	01/07/2019	US
9	****	****	1206	49	White	Male	07/01/2014	US
10	****	****	1181	46	Not specified	Male	06/02/2015	non-US

- On average, the majority of sales leads are distributed to White males
- People with the top 20 number of leads are ~2:1 US vs. non-US based:
 - 65% (n = 13) in the US
 - 35% (n = 7) outside the US

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Demographics Ranked by Highest Number of Leads

Rank	First Name	Last Name	# Leads	Age	Ethnicity	Gender	Time at Co.	Country
12	****	****	958	31	White	Male	01/08/2018	US
12	****	****	939	28	Not specified	Male	11/06/2017	non-US
13	****	****	811	33	White	Male	05/11/2020	US
14	****	****	769	35	Asian	Male	04/08/2019	US
15	****	****	582	42	Asian	Female	01/07/2019	US
16	****	****	554	45	Not specified	Male	03/09/2020	non-US
17	****	****	438	37	Not specified	Male	04/09/2018	non-US
18	****	****	419	44	Two or more races	Male	05/06/2019	US
19	****	****	346	30	Not specified	Female	06/15/2020	non-US
20	****	****	327	47	Not specified	Female	04/09/2018	non-US

- People with the top 20 average # of sales leads average 35 years old
- This group's average time at company is 2 years

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Gender

Gender Breakdown of All Sales Team Employees

Gender	Number of People	Percentage
Female	33	22%
Male	151	78%
SUM	184	
Multiplier (Potential Bias)	3.6x	357%

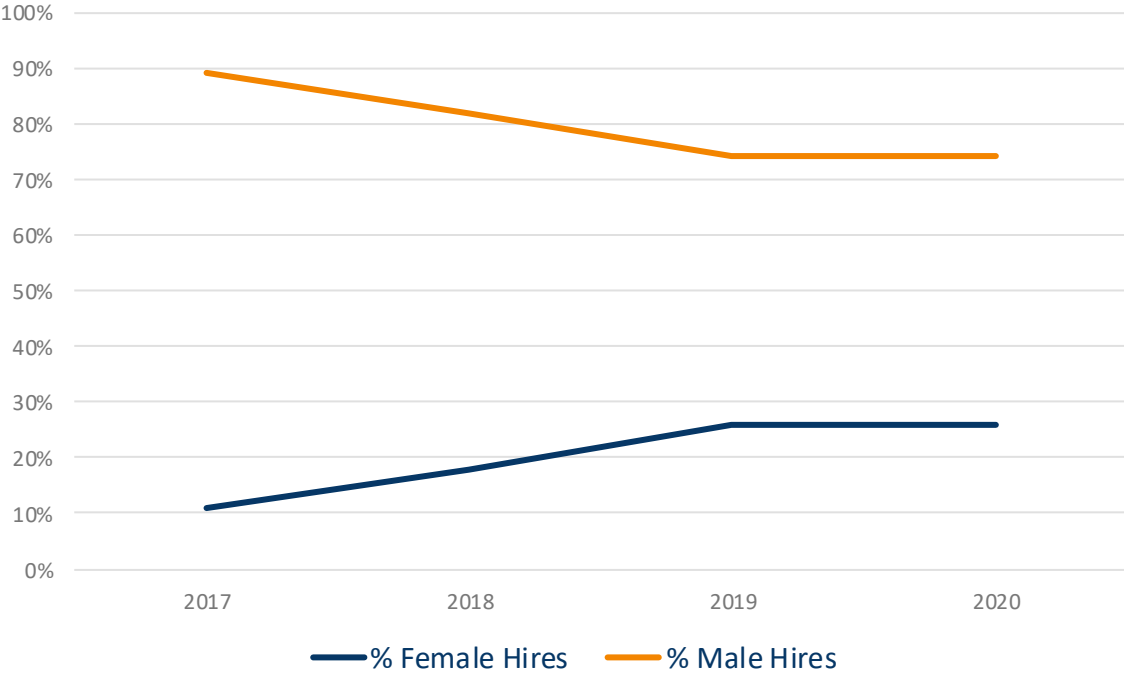
- 3.6x more male than female
- ~360% higher male representation

*Data gathered from HRIS information on current employees as of November 2020

Longitudinal Hiring Trends By Gender

Year	# New Hires	# Female Hires	# Male Hires
2017	27	3	24
2018	26	4	22
2019	50	13	37
2020	43	11	32

Year	% Female Hires	% Male Hires
2017	11%	89%
2018	18%	82%
2019	26%	74%
2020	26%	74%



- Hiring bias toward males at 74–89% for past 4 years
- Retention rates might give us a deeper understanding of this data

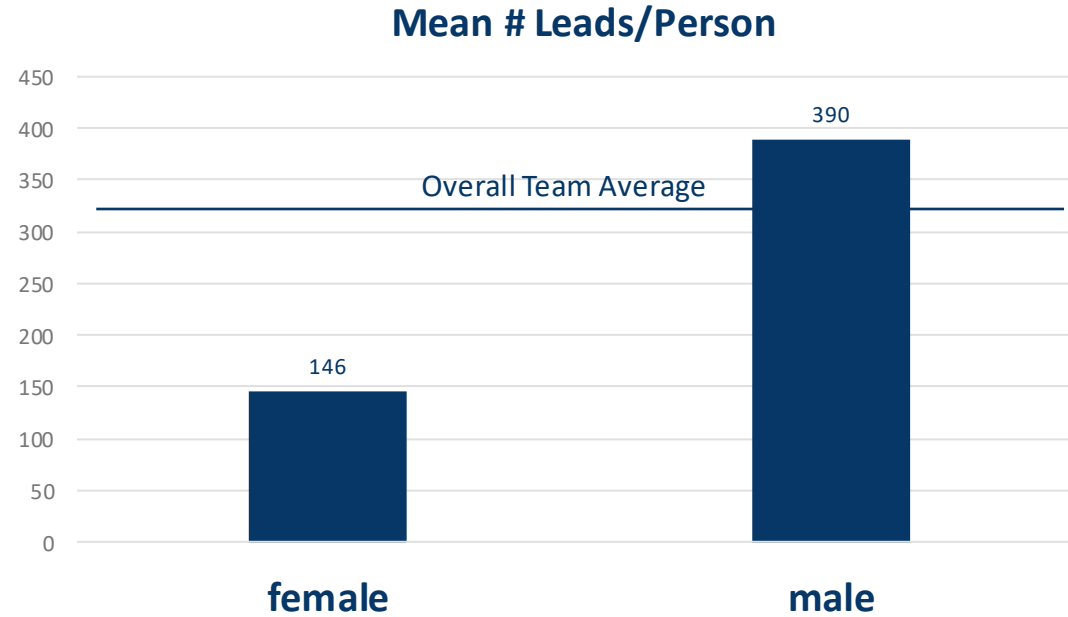
*Data gathered from HRIS information on current employees as of November 2020

Leads Distribution Breakdown By Gender

Segment	# People	Range, Mode, Median of Leads/ Person	Comparison to Overall Average
Total	104	1–3,676 Mode = 1 Median = 42 Mean = 325	
Female	27	1–2,088 Mode = 1 Median = 42 Mean = 146	-55%
Male	77	1–3,676 Mode = 1 Median = 60 Mean = 390	+20%

*Data gathered from Salesforce entries ranging from Jan 1, 2019 to August 26, 2020, and including both current and former salespeople employed during that period

Leads Distribution By Gender



- Average leads per female is 55% lower than team average
- Average leads per male is 20% higher than team average

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Gender Breakdown Of Teams Under Male Managers

Manager	Number of Team Members	Number of Females on Team	Number of Males on Team
****	5	0	4
****	5	0	5
****	2	0	2
****	4	3	1
****	4	0	4
****	2	0	2
****	6	1	5
****	5	1	4
****	3	0	3
****	11	0	11
****	5	1	4
****	4	2	2
****	3	0	3
****	3	1	2
****	4	1	3
****	7	4	3
****	3	2	1
****	3	1	2
****	6	1	5

*Data gathered from HRIS information on current employees as of November 2020

Gender Breakdown Of Teams Under Male Managers

Manager	Number of Team Members	Number of Females on Team	Number of Males on Team
****	1	0	1
****	1	0	1
****	3	0	3
****	4	0	4
****	8	0	8
****	4	0	4
****	2	0	2
****	7	0	7
****	5	1	4
****	4	0	4
****	5	0	5
****	2	0	2
****	8	2	6
****	8	1	7
****	2	0	2
****	3	1	2
****	7	3	4
****	6	0	6
****	3	1	2

*Data gathered from HRIS information on current employees as of November 2020

Gender Breakdown Of Teams Under Female Managers

Manager	Number of Team Members	Number of Females on Team	Number of Males on Team
****	0	4	4
****	4	6	10
****	2	0	2

- 7% of all managers (n = 41) are female (n = 3)
- 93% of all managers (n = 41) are female (n = 38)
- 55% of male managers (n = 21) currently have only male employees

*Data gathered from HRIS information on current employees as of November 2020

Ethnicity

Ethnicity Breakdown Of US-Based Employees

Ethnicity	Number of People	Percentage of People
White	120	82%
Asian	11	8%
Black or African American	5	3%
Hispanic or Latino	4	3%
Native Hawaiian or Pacific Islander	1	1%
Two or more races	5	3%
Non-White Sum	26	18%
Overall Sum	146*	

- 1–8% representation for all non-White groups
- White employees represent 82% of team in the USA

*Data gathered from HRIS information on current employees as of November 2020

Ethnicity/Gender Breakdown Of US-Based Employees

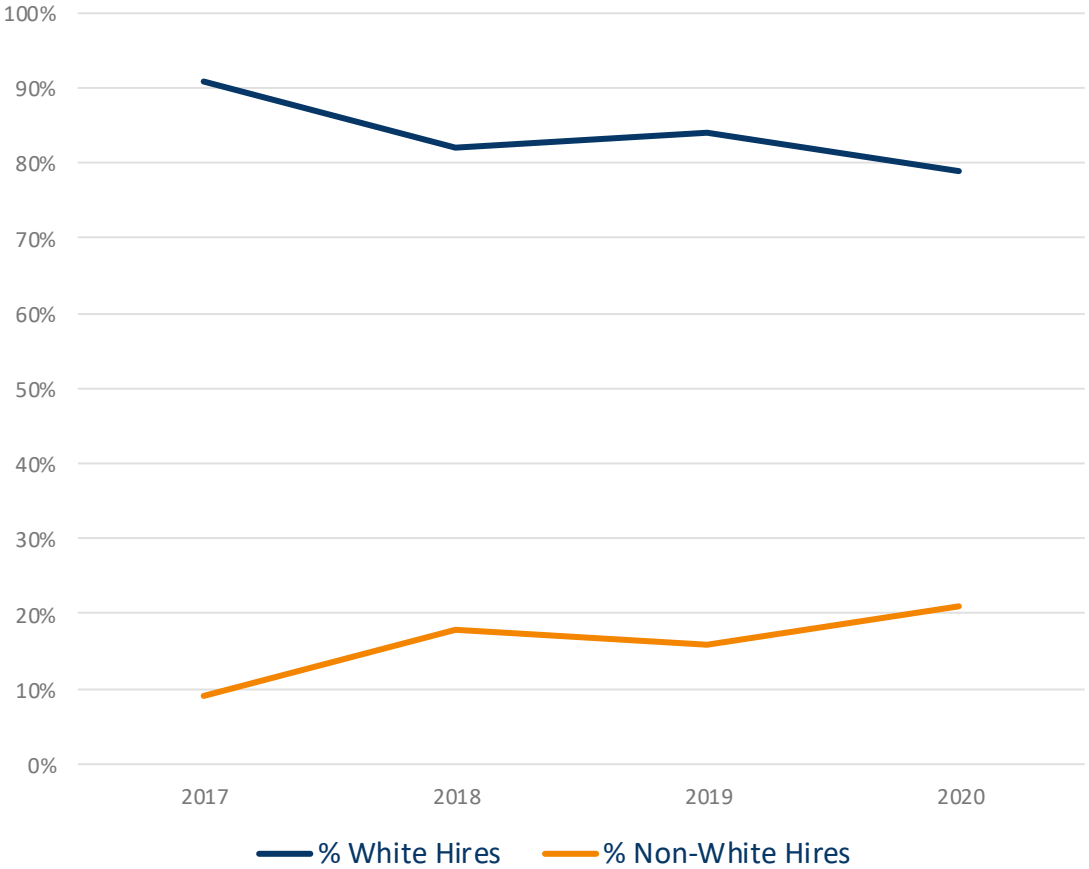
Ethnicity	Male	Female	% Male Within Ethnicity	% Female Within Ethnicity
White	101	19	84%	16%
Asian	9	2	82%	18%
Black or African American	4	1	80%	20%
Hispanic or Latino	2	2	50%	50%
Native Hawaiian or Pacific Islander	1	0	100%	0%
Two or more races	2	3	40%	60%
Non-White Sum	18	8	69%	31%
Overall Sum	119	27		

*Data gathered from HRIS information on current employees as of November 2020

Ethnicity Breakdown In Hiring Data: US-Based Employees

Year	Total New Hires	# White Hires	# Non-White Hires
2017	22	20	2
2018	22	18	4
2019	38	32	6
2020	33	26	7

Year	% White Hires	% Non-White Hires
2017	91%	9%
2018	82%	18%
2019	84%	16%
2020	79%	21%



*Data gathered from HRIS information on current employees as of November 2020

Notable Missing Data Among Non-White US Employees

Ethnicity	Number of People	Number of People Logging Data in Salesforce
White	120	63 (52%)
Black or African American	5	2 (40%)
Hispanic or Latino	4	0 (0%)
Native Hawaiian or Pacific Islander	1	0 (0%)
Two or more races	5	0 (0%)
Non-White Total	15	2 (13%)

- 87% of non-White employees have no data in Salesforce
- 48% of White employees have no data in Salesforce

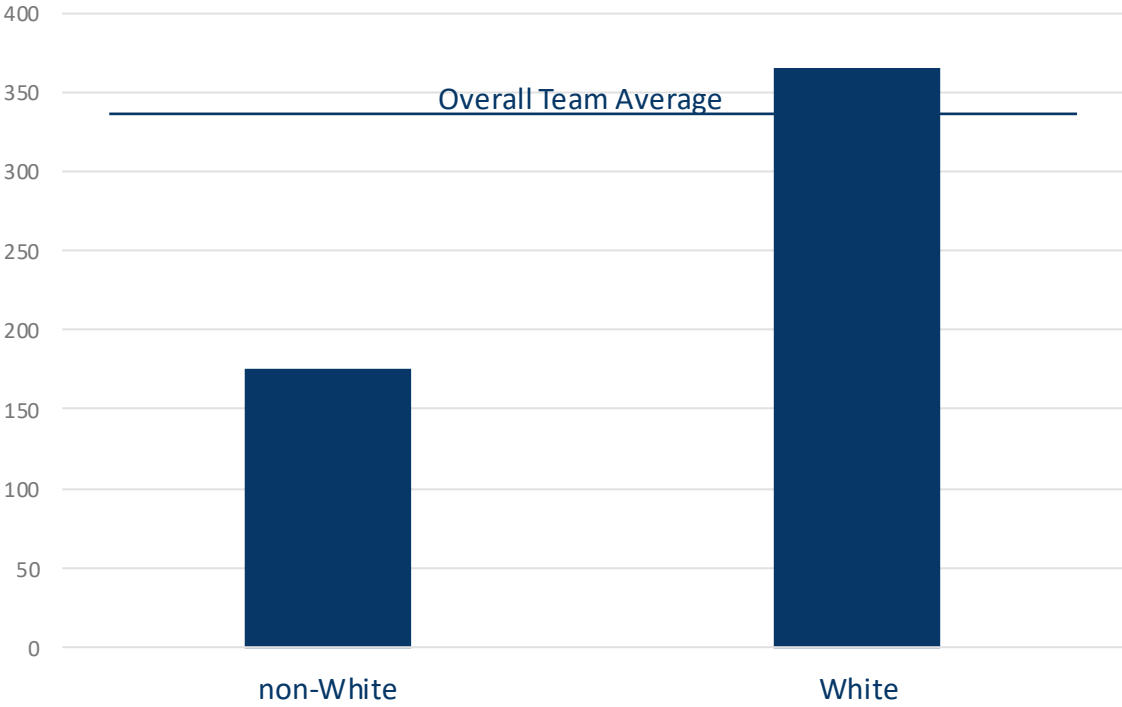
*Data gathered from Salesforce and HRIS data on current employees as of November 2020

Breakdown Of Sales Leads Distribution

Ethnicity	Range & Average Number of Leads per Person	Group Mean Compared to Overall Mean
Total (n = 66)	1–2,917 Mean = 339	
White (n = 58)	1–2,917 Mean = 365	+8%
Black or African American (n = 2)	40–49 Mean = 45	-87%
Asian (n = 5)	4–582 Mean = 168	-50%
Non-White Total (n = 9)	1–419 Mean = 176	-48%

*Data gathered from Salesforce entries ranging from Jan 1, 2019 to August 26, 2020, and including both current and former salespeople employed during that period

Leads Distribution By Ethnicity



- Average number of leads distributed to non-Whites are 48% below average
- Average number of leads distributed to Whites are 9% above average

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Ethnicity Breakdown By Team Lead

Team Lead	# US-Based Team Members	# White US-Based Team Members	# Non-White US-Based Team Members
****	3	3	0
****	5	4	1
****	4	3	1
****	2	2	0
****	6	5	1
****	5	4	1
****	1	0	1
****	11	9	2
****	5	5	0
****	4	2	2
****	3	3	0
****	3	3	0
****	4	4	0
****	7	5	2
****	5	4	1
****	3	3	0
****	6	5	1
****	1	0	1
****	3	3	0

*Data gathered from HRIS information on current employees as of November 2020

Ethnicity Breakdown By Team Lead

Team Lead	# US-Based Team Members	# White US-Based Team Members	# Non-White US-Based Team Members
****	8	4	4
****	4	3	1
****	2	2	0
****	1	1	0
****	5	5	0
****	3	2	1
****	5	4	1
****	1	1	0
****	8	8	0
****	2	2	0
****	8	8	0
****	2	2	0
****	3	2	1
****	7	4	3
****	5	4	1
****	1	1	0

- 49% (n = 17) of all managers (n = 35) currently have only White employees

*Data gathered from HRIS information on current employees as of November 2020

Age

Age Breakdown Of All Sales Team Employees

Age Group	Number of People	Percentage of People
23–28	25	14%
29–34	41	22%
35–41	37	20%
42–48	44	24%
49+	37	20%

- Fairly even breakdown across age groups (14–24% in each category)

*Data gathered from HRIS information on current employees as of November 2020

Leads Distribution By Age Group

Age Group	Range & Average # Leads per Person	Group Mean Compared to Overall Mean
23–28 (n = 9)	5–3,676 Mean = 1,730	371%
29–34 (n = 16)	2–2,662 Mean = 353	-4%
35–41 (n = 26)	1–438 Mean = 65	-82%
42–48 (n = 18)	1–2,662 Mean = 355	-3%
49+ (n = 20)	1–1,206 Mean = 168	-54%
TOTAL (n = 89)	1-3,676 Mean = 367	

- Ages 23–28 have 3.7 or 371% more leads above average leads per person
- All other age groups have 3–82% below average leads per person

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Seniority

Seniority Breakdown Of All Sales Team Employees

Year Hired	Number of People	Percentage of People
2012	1	1%
2013	6	3%
2014	5	3%
2015	14	8%
2016	12	7%
2017	27	15%
2018	26	14%
2019	50	27%
2020	43	23%

- 64% of sales employees have been at company for 1–3 years (hired 2018–2020)
- Is there a retention issue?

*Data gathered from HRIS information on current employees as of November 2020

Leads Distribution By Seniority

Age Group	Range & Average # Leads per Person	Group Mean Compared to Overall Mean
2019–2020 (n = 47)	528	+44%
2017–2018 (n = 21)	187	-49%
2015–2016 (n = 12)	138	-62%
2013–2014 (n = 9)	245	-33%
TOTAL (n = 89)	1–3,676 Mean = 367	

- People hired in last 2 years have 44% above average number of leads
- People hired 2013-2018 have 33–62% below average number of leads

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees

Country

Breakdown Of All Sales Team Employees By Country

Country	Number of People	Percentage
US	146	79%
Non-US	38	21%
SUM	184	

- 79% of sales employees reside in the United States

*Data gathered from HRIS information on current employees as of November 2020

Leads Distribution By Country

Country	Range & Average # Leads per Person	Group Mean Compared to Overall Mean
US (n = 72)	1–2,917 Mean = 316	-3%
Non-US (n = 29)	1–3,676 Mean = 346	+6%
TOTAL (n = 101)	1–3,676 Mean = 325	

- Non-US employees are slightly above average on avg. number of sales leads
- US employees are slightly below average on avg. number of sales leads

*Data gathered from Salesforce entries from Jan 1, 2019 to August 26, 2020, and including both current and former employees