

Tech Talent Charter (TTC) Signatory Spotlight: Leidos

Open Playbook Chapter: [1.1.1 Create a data-driven strategy with transparent targets](#)

The Problem

'In June 2021, Leidos a global multinational with over 44,000 employees, launched a campaign to encourage employees to disclose their diversity data confidentially through our HR system. Although the functionality had been in place for some time, there was a low rate of disclosure across many fields, so the campaign aimed to increase disclosures in order to better understand and support our employees throughout the employee lifecycle, and to identify opportunities to improve hiring and retention, in particular.

At a local UK level, we supported the global campaign but we also saw this as an opportunity to clarify how and why we wanted to capture, store and manage this diversity data. We also had to be mindful of the requirements of UK data privacy legislation which approaches this issue in a way that is different from the USA. We felt that this clarity was essential in building trust with employees to disclose their data'.

Overview

'We began by pulling together a diverse UK project team to enable process and communications to work in parallel. This consisted of employees from our People & Culture (HR) team, Employee Resource Groups, legal counsel and communications teams, representing all levels of the business including senior leadership.

With this diversity of thought, we were able to consider all angles and confidently move forward; our efforts were in alignment with Leidos globally but tailored to our UK audience'.

Method

'From the outset, our project team created an action tracker and came together fortnightly on team calls to progress this. Taking ownership was key. Each member of the team contributed in their area of expertise, as we all brought something unique to the discussion. We also incorporated lessons learned from our US team who had approached the situation differently.

We created content and communication plans, which were key to support how we would take employees on a journey from potential non-disclosure to feeling informed and able to disclose their diversity data. Throughout this, we made sure messaging tied back into the global campaign, UK business strategy and future development areas of the business. We recognised it's not about sending one email and assuming the message is out there and understood – it's about repetition and consistency in the messaging to build trust. For example, alongside traditional communications we created an interactive infographic to make the content more engaging, imagining ourselves as individual employees and considering what their wants, needs and fears may be around disclosing diversity data.

In addition, we updated our UK diversity data policy, created an informative FAQ page on our intranet ahead of sending out information to employees, and provided an open and transparent platform to be able to take questions back to the team.

To track the impact of our efforts over time, we are now starting to produce a monthly diversity data dashboard listing the disclosure rates for each diversity characteristic we measure. In

time, we hope to share high level (anonymised and aggregated) excerpts of this with our wider employee population, so they can better understand what we're trying to achieve and how they can help'.

Result

'We now have solid foundations on which to continue learning and growing our practices. Our research, reflection and collaboration throughout the project have helped us develop more focus, more clarity and more relevant ways of engaging with our UK workforce, which are in turn more likely to achieve our diversity data aims and lead to positive outcomes.

We will continue collaborating and adapting as we progress. For example, our FAQ page is a living page that we will update as new questions come up. Going forward, we also have plans for a series of 'lunch and learn' sessions to discuss more broadly the topic in collaboration with our Employee Resource Groups. And eventually we would like to be in a position to report on diversity data across many characteristics in a similar way to Gender Pay Gap reporting.

Ultimately we have found that transparency is key – we are all learning in this space and supporting the business and our employees on the journey of collating and reporting diversity data'.

Shared by Silka Patel, Leidos.