



Creating a more diverse, equitable and inclusive workforce

Quick facts



Name: Performance Food Group (PFG)



Industry: Consumer packaged goods distribution



Employees: 25,000



Headquarters: Richmond, Virginia



Product: ADP® DataCloud, ADP Enterprise HR®

Maintaining diversity, equity and inclusion among an expanding labor force of 25,000 employees is not simple — and certainly not without the right HR data and analytics. Richmond, Virginia-based Performance Food Group (PFG) is on a journey to improve their DEI experience and better keep up with workforce segmentation report requests from their C-suite and Board of Directors, which led them to pilot ADP DataCloud's DEI dashboard in early 2021. We spoke with Gene Spivey, HR director of technology, about how the DEI dashboard provides PFG with the tools necessary to understand the composition of its workforce and make substantive changes to continue to build a more diverse, equitable and inclusive workforce.

On problem solving with ADP DataCloud:

Reporting on certain segments of our workforce has been very, very difficult, especially when we're in a mergers and acquisitions phase. We probably have 800 job codes in ADP right now for 300 unique jobs. We've got close to 100 different job codes just for drivers, for example. So, reporting on what our workforce looks like based on segmentation at the job category level is a challenge.

ADP DataCloud was like an epiphany, a whole other way of being able to get to the important data. The ability to apply it to a DEI board presentation that we were able to use to report to our board was critical in a short period of time.

Our board wanted to know what our workforce segmentation looked like for EEO considerations at their January meeting. We needed to produce reports as to "What does our workforce look like?" With ADP DataCloud's DEI dashboard, you can see jobs by gender, ethnicity, age group and more. We could see the trends with our growing workforce. We didn't have the straight data on trends before. All of that information is now at our fingertips.

On ADP DataCloud's DEI dashboard reporting:

When we presented the DEI dashboard reports to our board, they were pretty impressed. And the thing that made it most impressive is the fact it's repeatable. Gathering this type of data has always been a challenge for us. We used to pull things together by trying to figure out job codes, locations and more. Then you had to remember what you did in order to pull it together again. You don't have to do that with ADP DataCloud.





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Gene Spivey
HR director of technology



On DEI data transformation:

You have to really look behind the data because what we have in our population, which the workforce segmentation gave us, was that most of our employees in protected groups are in our transit positions and our warehouse positions. That's not a PFG thing, that's a national thing. So, we were able to deep dive and say, "OK, there are some differences in promotions, but that's partly because they are drivers where there's fewer promotions." Then, if you look at promotions, it's non-driver positions, non-warehouse positions and it's fair, but it could improve. We can see where we can do better now from a DEI perspective now that we have segmented data.

The goal is for our underlying data to give us the tools to be able to use our workforce segmentation reporting more effectively and make action plans. It's a refreshing look at how you can get to this data.

On impact:

The workforce segmentation reporting we were able to get has been most impactful when it comes to promotions for gender. We were able to ask: "What are we doing promotion-wise for gender? And how long has it taken?" We are able to use that information to understand how we're moving talent through the organization. Our reporting on gender and promotions is very insightful for the executives to see and act on.

On DEI strategy:

We're actually sourcing right now for a VP of DEI. When this person comes to the board, I'm confident I can say, "This is our workforce segmentation." That person is going to be the one who develops a strategy. And I'm going to facilitate the data coming out of ADP DataCloud to show this person what all our possibilities are. Then, they can use the data we've got to develop a strategy around DEI company wide.

On company values:

We're doing a lot on sustainability in our designs so that we have low carbon emissions. We're doing new innovative things with organic foods. We have a division we call Braveheart, that's 100 percent organic corn-fed beef. We're doing tons from an environmental perspective. From a work/life balance perspective, we're being more creative with our remote locations. DEI is another one of our core values and initiatives.



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for People®